

# MANAGE

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**FOR BETTER HUMAN RELATIONS:** President Goodloe H. Rogers of American Forging and Socket Company, Pontiac, Michigan, who practices what he preaches. (See page 3.)

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## Cover

THERE is always a chance for good relationships in a company where the executive head holds and practices a philosophy designed to make them possible. It is a pleasure to present such executives in these pages.

Our information about Goodloe H. Rogers, president and general manager of American Forging and Socket Company, comes to us from his subordinates.

Under his capable leadership the Company is reported as enjoying sound progress and steady growth (makes auto hardware, farm implement parts). Rogers is a staunch believer in the golden rule. His human relations policies are evident in all the firm's relationships. Believes no company is stronger than its personnel—constantly strives to bring employees closer together, maintain mutual confidence, respect. Stresses fair treatment, recognition of the dignity of the individual, whatever the rank.

Company has a management club whose membership totals 40. Classes in human relations and other pertinent matters are held once a week, on Company time, for all supervision.

Mr. Rogers is a graduate of the University of Michigan. During his college baseball days (catcher), Rogers is proud to recall Branch Rickey of Brooklyn Dodgers was their coach; George Sisler, their pitcher. Following graduation, Rogers played professional baseball (St. Louis Browns).

Active in affairs of the "M" Club, he served as its president last year. By appointment of the Board of Regents, he has been a member of the Board of Control of Intercollegiate Athletics since 1946, thus keeping in close contact with the athletic situation at the University of Michigan.

Vol. III, No. 4

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(Reg. U. S. Pat. Off.)

December 1950

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McKeand



Lerda



Clark

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. . . giving generously of their time toward better teamwork and performance by all ranks of management . . . for a stronger American system.



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Jeffrey

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The National Association of Foremen (NAF) is a non-profit, educational, management organization devoted to unifying all segments of management, foremen to president; to recognition of a professional status for these management men; to broadening the horizon of first-line management for more effective leadership; to strengthening the free economy in America.

Its 40,000 members include all management segments, enrolled mainly in autonomous but affiliated "area" or "company" management clubs. It also offers company memberships, and individual memberships in special circumstances.

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- the case examples of hidden costs of accidents (Page 53)
- how to gain support of personnel for the safety program (Chapter 3)
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## We Look At

# WASHINGTON

Edited By  
Harry P. Jeffrey

### NLRB Decisions

TWO decisions involving the status of foremen have recently been handed down by the National Labor Relations Board. In each of these cases, plants of the Carnegie Illinois Steel Company were involved: one located at Gary, Indiana, and the other at Joliet, Illinois. Both cases arose before the enactment of the Taft-Hartley Act, and involved complaints concerning the discharge of foremen at a time when such complaints were being considered by the NLRB.

The only difference between the two cases is that in the so-called Gary case, the charges were filed by the Foremen's Association of America, whereas the more recent case involving the Joliet plant was filed on behalf of individual foremen.

In both cases, the foremen refused to carry out instructions to protect the physical plant of the company during a strike of production workers. In each case, they walked off the premises, and were subsequently discharged.

In the earlier case, the NLRB held as follows:

"An emergency had made it necessary for the respondent (the company) to look to the petitioner-foreman as one upon whom it could rely to protect its property. This was not a change of status, but an enlargement of the duties and responsibilities of a foreman due to an emergency."

The reasoning of the Board has been adopted in the more recent Joliet case by the trial examiner. The earlier decision was a split decision of the Board from which two of the five members dissented. It is possible that due to a change in the membership of the Board, the recent ruling of the trial examiner in the Joliet case might be reversed when it comes on before the Board itself. This would appear unlikely however, for the reason that the earlier case has been sustained on appeal by the United States Circuit Court of Appeals, and the Board probably will feel bound by the Court decision.

Even though such complaints involving foremen can no longer be brought before the NLRB under the terms of the Wagner Act as amended by the Taft-Hartley Act, these decisions are of more than academic interest. They reveal that in the absence of legislation by the Congress, foremen owe a duty to their employers, even, as the Court points out,

when such duties may at times seem to conflict with their own private interests. In other words, it is a judicial affirmation of the very practical fact that foremen are management, and as such bear management obligations.

### The November Elections

THE reelection of Senator Taft of Ohio by an overwhelming plurality is bound to have a marked effect upon the consideration and passage of legislation on the subject of labor-management relations in the 82nd Congress when it convenes after January 1. The defeat of Senator Elbert Thomas of Utah received less public attention, but it is likewise important. Senator Thomas was the chairman of the Committee on Labor and Public Welfare in the Senate.

In the overall picture, two factors are to be noted. First, defeat of administration supporters was not as great as in either 1946 or 1942. Second, the personnel of the Senate Labor Committee is very likely to remain by a margin of 8 to 5 favorable to legislation sought by top union leaders. This means that regardless of what disposition may be made of such proposed legislation on the floor of the Senate, it is likely to be difficult to get that Committee to report out any measure to which top union leaders are strongly opposed. Under the revised rules, all Senate committees except the Appropriations Committee will consist of 13 members. Six of the seven Democratic members will probably continue to be Murray of Montana, chairman, Hill of Alabama, Neely of West Virginia, Douglas of Illinois, Humphrey of Minnesota, and Lehman of New York. Two hold-over Republican members are likely to be Morse of Oregon and Aiken of Vermont. All of these senators in the past have been responsive to the demands of union leaders, and are likely to continue so.

In the House, the Labor Committee is likely to be conservative by a slight majority. Both Andrew Jacobs of Indianapolis, formerly a union attorney, and Thomas H. Burke, of Toledo, Ohio, a former union official, were defeated. Both were members of this Committee. It must be remembered however, that a hard corps of union leader sympathizers is likely to remain in control of the Sub-Committee on Labor Relations. In any event, the division is such that in the House, a floor fight can be expected on any important labor legislation.

(Turn to Page 27)



# George didn't stand a chance... IN KOKOMO

by C. Hollingsworth

**Even a 92-year old Kokomo sweetheart--staunchly anti-suffragist since the days of the Bloomer girls--changed her mind, voted in 1950--and in a driving rain at that.**

**I**F you live in America, you are familiar with that old adage "Let George do it!"

Well, for a long time, George has been at the polls every election day "casting his vote"—for Government officials, deciding local and national political issues, controlling the fate of millions of Americans.

But, this year, Kokomo foremen decided not to give George a chance. "George has had his day—let's get the people to vote instead", argued those up-and-doing foremen of Kokomo.

And here's how they did it! First, they got a record turn-out for the primaries. (See *MANAGE*—July 1950.) Then they carried on a bang-up campaign to be sure that everyone who didn't register in the primaries did finally register in time for the fall election. Finally, they did everything across the board to send an informed citizenry to the polls on November 7.

## For A Civic Job . . . They Learned Speech-making

Thirty Kokomo foremen received speech instruction from Professor Foster of Purdue University's Speech Department. They wrote short talks on the importance of voting. These they gave to every organization they could reach: P.T.A.s, Rotary, Lions, Chamber of Commerce, sororities, other groups. And they proved their assumption that an earnest young man, a leader in his company, talking informally to groups of people for a few minutes carries a lot of weight. These short speeches helped immeasurably to interest the voters.

Then, the foremen organization wrote to each candidate—asked his opinions, qualifications, policies, should he be elected. These replies were printed in pamphlets (thanks to the generosity of the Foremen's Club's Budget Committee). Boy Scouts helped the members distribute the pamphlets to every residence in Kokomo and

Howard County. Aside from the immediate objective, what better way to insure the interest of citizens of tomorrow in the importance of voting.

On the night before the election, an army of foremen went to every house in Kokomo—presented cards telling the householder the exact location of his polling place.

## For A Civic Job . . . Teamwork!

Of course, no campaign is better than the newspaper and radio publicity that goes with it. But the *KOKOMO TRIBUNE* and Station WIOU cooperated eagerly as the foremen plugged for editorials, shorts, news articles, all the

(Turn to Page 11)



THE "BIBLE" . . . ON CANDIDATES — Said the "Kokomo Tribune" editorializing: "The Tribune will publish the statements by candidates for Congress and the Indiana state legislature, and possibly those for other officers in the form they were given by the candidates to the Kokomo Foremen's Club . . . The pamphlet is excellently prepared as a non-partisan service to the people."



More than 200 Kokomo Boy Scouts help pass Foremen's Club "Know-Your-Candidates" pamphlets to Kokomo householders. After their job was done they gathered in Foster Park—foremen rewarded them with a weiner roast, afternoon of games, contests.

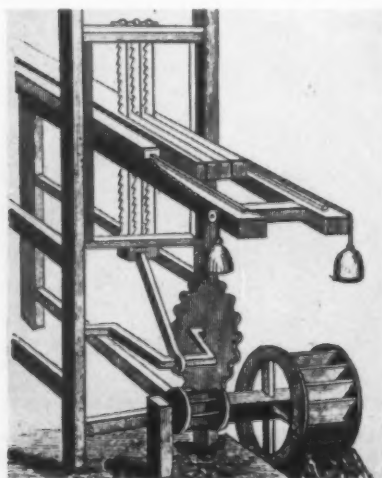
# MAN'S SAW ... THEN AND NOW

*Some interesting notes on the development of the saw to which progress owes so much.*

Flint saws have been found among the remains of the Neanderthal man who roamed central Europe about 130,000 years ago. Egyptian saws consisted of a bronze blade with the teeth pointed backward so the cutting action was in pulling instead of pushing, a method still used in parts of the Orient.



Virginian saw-mill used a century and a quarter before the Revolutionary War.



MAN'S first saw, as far as can be determined, was made of stone—its size and shape determined largely by nature. When ancient man wanted to cut a bone or stick, he used any rough-edged stone he could find. Eventually, in his search for more suitable stones, he chipped their edges for uniform teeth, thereby making the first fabricated saw. From this simple beginning, the story of saws provides an interesting outline of human enterprise and industrial development—and of use of tools to greatly multiply man's own human productivity.

Many of these early saws, all only a few inches in length, were made of flint. Some had handles to facilitate sawing. As Stone Age man's ingenuity increased to meet his needs, he discovered that his serrated flint chips, mounted in a grooved stock of wood, made a more efficient tool.

Under pressure of necessity, saws in this rough form were universally developed. South Sea Islanders used sharks' teeth, Carib Indians notched shells, ancient Mexicans a volcanic rock called Obsidian. Until the Bronze Age, these simple saws served man's needs, but his constant enterprise eventually demanded better tools.

## First Metal Saws

Inevitably, saws of metal appeared. During the Bronze Age, saws of this metal were used although few specimens have been found. These saws, however, were only slightly better than those of stone, bronze being a very inefficient saw material.

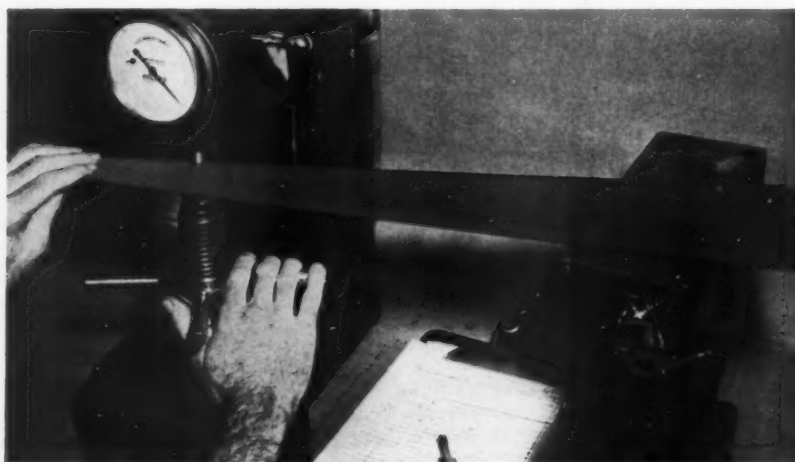
It was not until the Iron Age that man began his most important step

toward the use of steel saws and perfection of the saw making art. The invention of steel was a powerful stimulant in the progress of the saw. While the exact date of discovery is unknown, the "bright iron" mentioned in early historical accounts undoubtedly refers to a low grade of steel. The mention of its importation from Chalybes to Greece is the first authentic mention of steel. From ancient history we learn of the Persian and Damascus sword-blades of steel (335 B.C.), while Diodorus, a Greek, wrote in 50 B.C. of the Celtiberians as being "armed with weapons of excellent temper". The use of steel, the only metal which would withstand the strains in the manufacture and use of saws, is largely responsible for the wonderful progress in saw making.

In America, Henry Disston began to manufacture saws in 1840. His skill caused Disston saws to rapidly replace imported saws in this country. Some 15 years later, this progress was given great practical impetus, when in 1855 Henry Disston, pioneer industrialist and sawmaker, built his own furnace and melted the first crucible saw steel made in this country. It was in the Disston plant that the first commercial heat of electric saw steel of crucible quality made in America was cast in 1906. Since then, American steel has kept pace with increasing demands for better saw and tool steels, and is second to none in the world today.

In their modern adaptations, saws may be divided into two general classifications: reciprocating (hand saws) and continuous action (circular and band saws). Reciprocating saws

Testing temper of Disston hand saw blades.

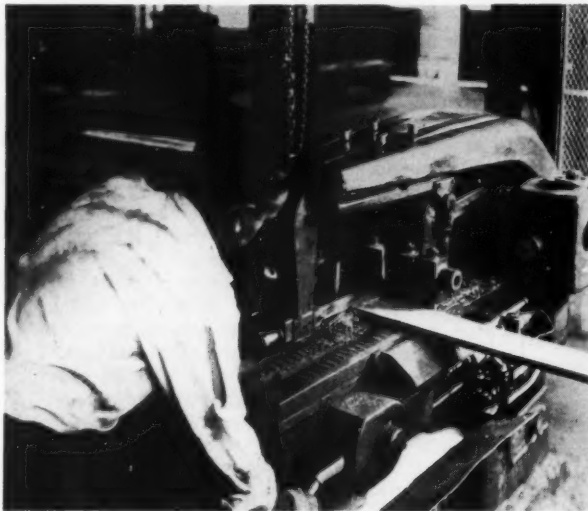




Note that glow of pride as the expert eye of an old-timer at Disston inspects hand saw in keeping with Company's rigid inspection policy.



Metal cutting saws are an important part of the output of Disston men. Here in action: Disston metal-cutting band saw.



Cutting a steel bar—a Disston power hack saw.



Cutting tubing—Disston metal-cutting circular saw does the job.

are the oldest variety and are the most universally used. There are hundreds of styles, each designed for a specific work. Generally, they are divided into two classifications, "rip" and "cross-cut", for cutting parallel and at right angles to the wood grain respectively. It is interesting to note that the great majority of these reciprocating saws cut on the "push" stroke while the Japanese use saws designed to cut on the "pull" stroke.

The real beginning of modern wood cutting saws dates from the introduction of the power mill—the ordinary reciprocating "up and down" type paving the way for later developments. Though crude, these old fashioned up-right saws were a great improvement over the previous "pit saw" method of sawing a log with one man in a pit under it and another standing above.

These early mills were the vertical reciprocating type driven by wind

power. Saws were strained along a strong rectangular frame driven along guides by a crank on a revolving shaft, usually below the frame. A sliding carriage, which automatically moved a certain distance at each cut stroke, carried the log. After each cut the log moved laterally, the distance corresponding to the thickness of the lumber being cut. The story of these early mills is significant because the increasing requirements of the millmen necessitated a constant search on the part of saw manufacturers, not only for improvements in the design of saws, but also in the quality of steel to meet the strain of greater speed and larger output.

#### First Circular Saw

The next important step in saw history was the invention of the circular saw. While the hand saw is as old as history itself, the circular saw as used today is a comparatively recent

innovation in wood cutting. The earliest patent for one was issued in England in 1777. These early circular saws were very crude, having square mandrel holes, and had to be made to order. Circular saw mills were powered by water and later steam, though many years ago 48-inch circular saws driven by "four horses walking around" were used in our western states. However, progress was rapid and in 1840, inserted tooth saws were developed and proved to be one of the greatest steps in saw making history.

No really satisfactory method of holding the teeth in place was devised until 1859, when a Californian named Spaulding discovered that curved sockets would hold the teeth securely. This method was also found to protect the plate by reducing tendency to cracking. In 1918, Henry Disston & Sons, Inc., introduced the sectional

(Turn to Page 34)



# WHO MADE IT?

## I

ONE of the pet projects of the socialistic economic reformers is the removal of the manufacturer's identity and substituting in its place the "consumer protection" of government specifications of standard items.

The "reform" ideas behind this are: (1) It saves the cost of advertising and brand promotion. (2) It breaks the "monopolistic" hold of a brand name over the customer and the retailer. (3) It takes a vicious, backhanded swipe at "old debil" individual competitive enterprise.

But the customer has far more imagination and initiative than is attributed to him by the bureaucrats.

For example, in Soviet Russia all brand names and trademarks disappeared and "government standards" took their place.

All "makes" of shoes in U. S. S. R. government stores seem identical, even though they are made in many different factories.

But they are not identical, and the Russian people know it: the customers (we are told) have become expert in detecting the secret factory numbers which are required by government to be placed somewhere under the innersole or in the lining.

## II

TO a lesser extent than in Russia, the maker's identity has also been destroyed in socialist Britain.

The government ordered many industries to devote the bulk of their production to unidentified "utility items" at a minimum cost, manufactured to government specifications.

According to the reports, the quality of British production has never before been so shoddy.

One reason, at least, is easy to find: there is no pride of workmanship because there is no identification of the makers and because there is no fear of customer reprisal because the customer does not know who made the shoddy product.

As a matter of fact, on some items it seems that not even the British government can identify the manufacturer because when the product is finished, it is dumped into a pool with the production of other makers and its source becomes impossible to identify.

## III

THERE is irony in the fact that this practice is now being resented by the people and that the bureaucrats are in the mood to do something about it.

By Fred G. Clark and Richard Stanton Rimanoczy\*

A recent story out of London in the "New Statesman and Nation" contains the following:

"By agreeing that, in principle, all furniture should be clearly marked with the maker's name and address, Mr. Harold Wilson (Britain's Cabinet Member in charge of trade) has taken an important step toward raising the quality of British furniture. . . . The case for marking is that it places responsibility squarely on the manufacturer's shoulders and protects the public against shoddy work."

And furniture is no isolated example of shoddy production in socialist England.

Professor John Jewkes, on page 222 of his penetrating analysis of English socialism, entitled "Ordeal by Planning," \*\* quotes the complaint of one indignant housewife:

"The enamel store cupboards and refuse bins, chromium ladles and fish slices that flake and rust within a few weeks; knicker elastic that gives in after a couple of weeks' washings; slippers and children's sandals part from their uppers after a little wear; scrub brushes that moults; aluminum sauce pans that rust. We might have added rubber hose that cracks within the first week, domestic tools which fracture under strain, paint which cracks and peels within the month, and a mass of other equipment pitiful in its effectiveness, heart-breaking in its wastefulness."

## IV

THE optimism expressed by the "New Statesman and Nation" is based on the theory that identifying the source of the shoddy goods will stop it.

This is not the conclusion arrived at by the report of a British productivity team that recently toured the United States under the auspices of the Anglo-American Council on Productivity and the E. C. A.

It is reported by British correspondent A. E. Jeffcoat that this group concluded that, in addition to technical reasons for American superiority in production, there is another reason: "An environment with a mediocre standard of living for everyone and a high standard for no one will kill initiative and enthusiasm in management, technicians, and workpeople."

As was stated very effectively by a British writer, English production today is like the indifferent donkey which no longer is lured into effort by the carrot, and is not yet subject to the punishment of the stick.

CUT Out—Clip Along This Line and Save For Handy Reference

\* Respectively general chairman and editorial director of the American Economic Foundation . . . —No. 16 in MANAGE Series of Economic Treatises.



# The Foreman and the new SOCIAL SECURITY

Where the foreman steps into the picture following the broadening of Social Security provisions.

(Special to MANAGE)

by

**Oscar C. Pogge, Director  
Bureau of Old-Age & Sur-  
vivors Insurance, Federal  
Security Agency**

A FEW years ago, in "Bottom-Up Management," the prominent industrialist, William B. Given, Jr., wrote:

"In recent years, businessmen have grown increasingly conscious of the close relationship between the man in his job and in his home . . . we think of the whole family as joining our ranks."

To the worker, the job is his means for protecting his home. His concern is for his family when, because of his old-age or death, this protection is gone.

This close relationship between the worker's job and his home is of importance also to the man under whom he works. Security, or insecurity, of the family can affect performance in the job. Consequently, the more liberal and much broadened old-age and survivors insurance provisions of the new social security law, as amended in August 1950, are of significance to worker, foreman, and management alike.

For the now insured worker, they mean increased monthly benefits for himself and for his family when he is old and greater benefit payments

for his dependents if he should die. The smallest benefit payments have been doubled; the largest insurance benefit is 60% higher; the amounts of these monthly benefits are substantially increased in every case.

With the assurance of this greater protection for himself and his family, the worker is better enabled to meet the immediate needs in his home. In many cases, he will be encouraged to provide added security for the years ahead, on his own initiative.

Insurance companies have recognized this fact, and have undertaken campaigns to promote the sale of greater protection to the worker now assured of increased Federal payments. They realize that a man will have less hesitancy to commit himself to premiums for family protection while working, now that he is assured of greater insurance benefit payments in retirement under Federal social security.

It would be rash to assume that all workers already under social security fully realize the new importance of Federal old-age and survivors insurance in their economic security. They know that for years there have been regular deductions from their pay envelopes for social security tax. They have been told that management contributed a matching amount. Recently they have heard that the tax will be progressively increased but that retirement and survivors benefits will be substantially greater. Some may never have given much thought to the role Federal social security will play in their future.

This is where the foreman steps into the picture. This is when he can promote harmony between job and home for the worker, stimulate efficiency of the worker on the job for management.

To give the worker the full information he needs on his new social security is the task of our Bureau. To find out "who wants to know what" is a way in which the foreman can cooperate.

There are two phases of the social security amendments which have a direct bearing on workers covered by the old law. The first is:

## Eligibility For Benefits

By now, most workers in commerce and industry know that their being

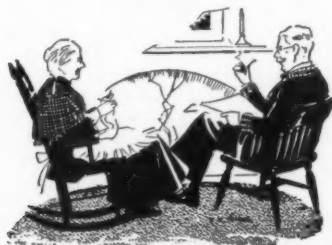
eligible for benefits depends upon a unit of measure called a "quarter of coverage" (a three-month calendar quarter in which the worker has earned not less than \$50 in a job covered by social security). Most workers understand that under the old law they have needed quarters of coverage for one-half the number of quarters since 1936. Now, however, the worker will need not more than half the number of quarters in the period between January 1, 1950, and the time he retires, or dies, but all quarters of coverage earned since January 1, 1937, may be counted to make up the necessary number. The least is six quarters for a man now 62 years of age or over, and the most to be required in any case is 40 quarters, for a man who is now only 45 years of age or younger. Under this provision of the new law, moreover, workers newly covered under the insurance system, are assured of qualifying for social security much more quickly than before.

## Figuring Benefits

The amendments provide a new and more liberal method of figuring retirement and death benefits. Anyone who stays in covered work after 1950 for at least a year and a half may have his benefits computed under this new method, which roughly, is as follows:

First, get the "average monthly wage." This is figured by taking all covered wages after 1950 (or after age 22 if this is later) up to the time of entitlement and dividing these wages by all the months elapsing in the same period. Second, apply the new benefit formula—50% of the first \$100 of the average monthly wage and 15% of the next \$200. This gives the old-age insurance benefit. (Wages up to \$3,600 a year may be counted after 1950 in arriving at the average monthly wage.)

Persons who were already drawing old-age or survivors insurance benefits before the amendments have had substantial increases in their payments, but these increases were not figured under the new formula. Instead, the benefits were raised by use of a special "conversion table" printed in the law. In general these "converted benefits" are not expected to be as high as those that will be figured under the



Sure glad Bill's foreman was up on all those new Social Security angles. Think what it will mean to us.

new formula, but this will vary in individual cases. Any worker who was age 22 or over in 1950 and who could have his benefits figured under the new formula will also have his benefit computed under the old law and raised by the conversion table, and he will get whichever benefit is larger. Anyone who does not have six quarters of coverage after 1950 must have his benefit computed under the old law and raised by the conversion table.

Another provision of the amended law relates to:

### *Kinds Of Benefits*

A woman worker in a job covered by social security now has greater protection for her dependents and her survivors. It is now much easier for children to qualify on their mother's insurance record. Under the old law, no payments based on her social security work record could be made to the children if the father was living with the family, even though the mother may have been providing all or most of the children's support. Now, if she has six quarters of coverage out of the 13-quarter period ending with the quarter of her death, her children will be eligible for monthly survivors insurance benefit payments even though living with their father. Or, even if she had not worked during this 13-quarter period prior to her death, but otherwise had insured status as a result of earlier employment, her children would be eligible for benefits if she had been contributing at least half to the support of her children. Knowledge of this change in the social security law will be a comforting thought for the working woman with minor children dependent on her.

The dependent husband of a fully and currently insured woman is now entitled to old-age benefits at age 65. A dependent widower of such a woman is now entitled to benefits also.

Under the old law, the wife of a retired insured worker was not entitled to insurance benefit payments until she also reached age 65. Now, if she has a child under 18 in her care, she is entitled to payments regardless of her age. This change in the law is of significance to the worker approaching the retirement age and who has a younger wife and minor children as dependents.

The divorced wife of a deceased insured worker is entitled to mothers' benefits if she has their natural or adopted child in her care and was receiving support from her former husband.

### *Veteran's Benefits*

Many veterans of World War II who lost insured status because of their time in service, or who never gained

that status, will benefit by an important provision of the new social security law. They are now entitled to wage credits of \$160 a month for every month of active Army or Navy service between September 1940 and July 1947. This applies to all service men and women who were not dishonorably discharged and who had at least 90 days of active service, or who were discharged for disability. It is not affected by any pension or compensation that may be payable by the Veterans Administration, but these wage credits may not be counted if benefits are payable under any other Federal system, based on the whole or a part of this period of World War II service. Obviously, many present workers in industry will regain insured status, or achieve insured status more quickly through this provision of the amended Social Security Act.

### *Earnings After Retirement*

Many workers nearing the retirement age look forward with misgivings to the time of inactivity. They feel it even though they should still supplement their insurance benefit payments with earnings. Heretofore, they could earn not more than \$14.99 a month in covered work and still receive benefits. Many will be encouraged when it is explained to them that under the new law they may earn as much as \$50 in cash wages covered by social security and still accept their benefit check for that month. A person aged 75 or over may earn any amount and still receive social security payments.

While the new law extends social security coverage to nearly eight million more people, and makes possible the extension to about two million more through special arrangement, they are largely in categories other than industrial and commercial employee groups. About half of them (4,700,000) are self-employed; approximately 1,000,000 are domestic workers employed regularly by the same employer; about 650,000 are regularly employed workers on farms; 1,450,000 are State and local government employees; and 600,000 are employed by nonprofit organizations.

One group of workers newly brought under social security, and whose labor is frequently performed under a foreman, or under a similar supervisory director, are workers engaged in processing agricultural commodities, as distinguished from regular farm workers, who come under social security also on January first. Approximately 200,000 in number, they are employees of commercial handlers of farm products, employees of farmers' cooperatives, workers for off-the-farm hatcheries, etc.

The amended definition of the term "employee" extends coverage to about 400,000 more workers. Included in this group are both agent and com-

mission drivers engaged in the distribution of food and beverage products (other than milk), or laundry and dry cleaning services.

I realize that it is in the liberalization of eligibility rules and increases in benefit payments that the broadened social security law most importantly affects the average industrial worker and his family. However, there is another area in which the foreman can be of assistance, and that is in helping employees to understand how they must protect their rights to old-age and survivors insurance payments. Many insured workers lose money by failing to apply promptly for their payments after retirement; often families lose payments by delay in filing claim after the worker's death. Formerly, back payments could be made for only three months. Under the new law payments can be made retroactive for as much as six months, but losses will still occur when the beneficiary fails to understand the necessity for filing claim in order to receive payments.

The foreman can do much to minimize these losses to employees and their families if he makes known to each worker the "two times for action" social security slogan. Tell each employee to:

- 1) Get in touch with his social security office when he reaches age 65. Do this whether he plans to retire or to continue working.
- 2) In case of a worker's death, have a member of the family immediately get in touch with the social security office.

In view of the numerous changes in the law, especially those relating to eligibility, benefits and coverage, I am prompted to add a "third time" for action. And that time is—*right now*. When you, in your capacity as foreman, have acquainted your workers with the provisions of their new social security as outlined in this article, advise them that if they have further questions, their social security office can give them more detailed information. Leaflets and pamphlets on the various phases of the amended act may be had for the asking by the worker calling at the social security field office. Or, our field office staff will gladly supply you with literature, an article for your company magazine, or will arrange for a speaker to appear before a meeting of your employees.

Taking the initiative on your part, I feel, can be of advantage to you and to your organization. It will be indicative of your personal interest in the worker and the welfare of his family.

It is well to remember that the man in the plant and the man in the office have the same basic desires, and, as Elmo Roper's survey of employee opinion (Standard Oil of N. J., 1945-6)

revealed, the greatest of these desires is economic security. This is met in greater measure by the provisions of the new social security law.

## Kokomo . . . (From Page 5)

other techniques of good publicity.

And without the cooperation and enthusiasm of other civic organizations, the Kokomo foremen alone couldn't have piled up 1950's record vote. Jaycees wore buttons with the slogan "I'm going to vote on November 7th—will you?". The Chamber of Commerce gave local industries booklets and bulletin board posters on voting. Industrial newspapers urged their readers to vote. Labor unions and churches championed the cause.

Upshot of it all was that George didn't stand a chance in Kokomo on November 7th. In a driving rain, better than 24,000 citizens—more than in any

previous non-presidential year—went to the polls to exercise their franchise. Even a 92-year old Kokomo woman, staunchly anti-suffragist since the days of the bloomer girls, changed her mind and voted in 1950.

It has meant hard work—the kind that gives up restful evenings beside the radio—but the Kokomo Foremen's Club knows now that people can be

persuaded to show their opinions at the polls. But they have to be shown that election day of all days is no time to "let George do it".

"Is it true that an alligator in these swamps won't hurt you if you carry a torch?"

"Dat all depends on how fas' yo'all carry it."



Billy Troyer and Bob Linzey (right) give a "Know-Your Candidates" booklet to a Kokomo housewife. Booklet contained qualifications, opinions, policies of every person on any ballot in Howard County. Every home in the county received one.

## WE'RE BACKING and BOOSTING NAF

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"The School of the Factory  
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Write for free 48 page descriptive  
brochure "Getting Ahead In Industry"

*During recent months, world and national conditions have emphasized the need for a firm and positive stand against those forces which would undermine our government, our industrial economy and our very lives. The principles of NAF are so intensely American that it was almost inevitable that such a stand was taken at our Annual Convention and subsequently reviewed and approved by our National Board of Directors. In order that you may all be aware of this action we now present it to you in our official publication.*

R. A. Arduser, President

The National Association of Foremen

## RESOLUTIONS

### PRESENTED TO THE 27th ANNUAL CONVENTION THE NATIONAL ASSOCIATION OF FOREMEN

Buffalo, New York — September 14, 1950

As Approved by its Board of Directors

THE National Association of Foremen, assembled in convention, wish to declare their unqualified support in curbing the activities of communists, fellow-travelers and all who favor the overthrow of our government by force, or who engage in other subversive activities.

Therefore, in order to clarify its position and to record the sentiments of the membership, we hereby present the following resolutions:

#### BE IT RESOLVED:

1) That we support that part of any and all constitutional acts or bills presented to the Congress of the United States of America which shall curb any subversive group, whether they be communists, fellow travelers, or others who favor or contribute to a cause designed to overthrow our government by force.

2) That we instruct our President of the NAF to have our legal counsel instruct or advise all affiliated club secretaries of action being taken on bills pending in the Congress of the United States of America pertaining to any communistic, fellow traveler or other group activities that may be detrimental to our present form of government.

3) That we recommend that our membership be requested freely of their own good will and accord, to swear true allegiance to the flag and constitution and that they will in no way embarrass this body, The National Association of Foremen, of which they are a member by promoting, upholding or contributing to any work of any organization that is propagandizing communistic principles.

4) That each member shall put forth physical aid and other means of help to support our military and governmental agencies in suppressing and defeating communism and its principles in this world.

5) That we, as members of The National Association of Foremen, agree to stand together as a unit in this open declaration against the enemies of our Freedoms and Liberties as defined in the constitution.

6) That we request our present and future legislators and judicial representatives in our government, whether they be local, state or federal, that they enforce by proper and severe punishment, in due form, as provided for by law after legal trial, all persons found guilty of contributing to a scheme toward overthrowing our government.

7) That we insist that traitors to our country be penalized as traitors, and that they receive the full extent of the severest penalties, as provided for by our Statutes, especially so long as our children are losing their lives on the bloody battlefields fighting for the freedoms that we so dearly cherish.

8) That all club secretaries be requested to notify their membership, their local press, and their district and state representatives in the Congress of the United States of this action taken.





# FACT and OPINION



By The Editor

## For Chief Executives . . . A New Job Requirement?

**A**S one man (if any) most certainly entitled to all the privileges of an aristocrat of industry, Standard Oil's (N. J.) President Frank W. Abrams is in a most advantageous position to speak frankly to other aristocrats of business. Recently he observed: "We have gone too far down the road of setting up what might be called a business aristocracy, simply by mingling and talking only with ourselves . . . ."

"It is easy," said he, "to be suspicious of the aims and purposes of people you do not know. The foundation of good human relationships must be faith, and it's hard to have faith in a strange name on a piece of paper."

We are not acquainted with Mr. Abrams. But some years ago we knew one of his predecessors in office—from a sort of sidelines vantage point. His name was Walter Teagle. He arose to the presidency of this foremost of American oil companies through the odors and sweat of earlier day refineries. No man was he, so we were told, to hew to the privileges or pleasant shelters of any business aristocracy. As he returned from trips around company properties, tales came with him—tales of his re-meeting with old acquaintances around the refinery stills, playing poker with them shirt-sleeves style at off hours in the plant locker rooms, sharing a sandwich from their lunch boxes.

And says Mr. Abrams: "The faith of people can be regained by our [meaning executives] showing faith in them through the cultivation of their friendship." For what Mr. Abrams says, he has the experience of an industrial ancestry to reassure him—which does not mean to imply that he has no such experience of his own.

"There is a growing notion in a big enterprise," says he, "that the team is what counts and not the individual playing a lone game. But in addition, the simple fact as I see it is that men give their confidence to men. People turn to people. We trust men and women whose character we have come to recognize and respect. There is no good substitute for people. 'These are men I trust,' we say. 'So long as they are there I am sure the institution is honest, decent, fair-minded, and progressive.' And since institutions reflect the character of their leadership it seems to me important that people should get to know that leadership."

Mr. Abrams was discussing the problem of how a better understanding of our economic system can be fostered. Feels that most of us will never fully understand all its complexities—that the best we can hope for is an understanding of a few basic facts. But that even this simpler task, essential as it is, will not be successful if business leaders are not *trusted*.

"What I am trying to say," quoting him again, "is that I don't think that business has a chance to do the kind of job it honestly wants to do, and the kind of job for which it is trained and equipped—it does not have a chance to make its full contribution to the welfare of all, unless businessmen get out and sell themselves personally to the other major groups that make up the people of good faith in America. Part of that selling is the exercise of conscientious care and restraint in our businesses, and part is the simple matter of re-meeting the folks. I am sure that too few people really know those responsible in business organizations . . . ."

"This situation must be changed. The public attitude toward business has become the primary problem of business itself . . . . A new competitive threat has appeared—that of governmental encroachment under the guise of social consciousness. It is my firm conviction that business managers can meet this, but they must take to the field to do it . . . we have got to get out and show folks that we who are responsible for the conduct of business are warm hearted human beings like themselves.

"Then and only then will they turn to business for economic leadership."

We have quoted extensively from Mr. Abrams because we cannot help satisfying our thirst in the wisdom of his words. Let us not take any undue comfort or satisfaction in the fact that there is a difficult task in management that this time falls on other shoulders than foremen's. (We say this because these pages are mostly crowded with "what supervisors should do.")

If the head of your company should try or is trying to meet the challenge Mr. Abrams suggests, you are the first to recognize that he cannot possibly be in your department, and in every other department, every two or three weeks even. And there's the long interim in which a foreman himself must win the trust of his men—first for himself, so that thereby he can win it for the head of his company.

We are glad Mr. Abrams has brought out these truths for our chief executives, and for ourselves, to consider and to act upon. We are glad because if we, as supervisors, are fortunate enough to win the trust of our men for ourselves, it will help us tremendously in that next step: to win it for our company heads. Because it's terribly difficult, if not impossible, to succeed in our task unless the head of our company can personally come by—even if only at multi-monthly intervals—so some of the men can meet him and know him as something more than "a strange name on a piece of paper."

## Credit

**F**OR most photographs showing convention activities of The National Association of Foremen in Buffalo (September) your thanks go to Joe Faulhaber and the Pratt & Letchworth Company where he is employed. Joe did a hard-working job and covered most of the more significant events. He also worked with Jerry Moore, editor of the *BRIGGS ASSEMBLER*, in building the picture story about Delco Products Foreman Bill Wertz's experiences attending the meeting. And to Jerry Moore, the Briggs Manufacturing Company, and Delco Products Divn. (GMC) go your thanks for their efforts in that *LIFE*-type picture story.

## Honoring The Local Press

**W**E are indebted to Cliff Webster of Bendix Aviation at South Bend, Indiana, for a report on how each year their supervisory group honors one or more representatives of their local press during the annual Newspaper Week. Editors or publishers are invited to be guests at their meeting and be presented. Some accept a formal place in their program. This is an excellent way to build good friendly relations with your community newspapers. It is also a very worthwhile service to your company.

## Safety Congress

**D**URING October we were fortunate to have a chance to look in on the National Safety Congress in Chicago. It's a huge affair employing the facilities of several prominent hotels. The Exposition of safety equipment alone required facilities at both the Stevens and the Congress. Some very interesting safety devices that foremen and supervisors should know more about were on display.

A fine program, and very extensive, ran for five days with a vast array of speakers and conference leaders to choose from. This Congress concerns itself with safety problems far beyond the scope of industry—into public safety, transportation and what not.



## Spot News

**S**ALARY increases for office workers to correspond with wage increases granted production workers go into effect at once at *The Hoover Company* plant at North Canton, Ohio—new welfare, pension benefits after January 1.

*American Brake Shoe Company* salesmen continue to push up the sales graph: For nine months ending September 30—over \$71 millions.

*General Motors* has bought the Chicago Pneumatic Tool Co. plant (Second Blvd. at Amsterdam) in Detroit. Tool company's operations go to Utica, N. Y.

Boilers in industrial plants may be kept even "healthier" now that *Hagan Corp.* has erected in record time its new building at Orrville, Ohio—to house its new reagent and equipment division.

*General Motors* pension plan for hourly-rate employees and non-contributory part of the retirement plan for salaried employees have been "trusted"—each of the seven trusts is managed by a bank or trust company.

Much interest in the new "outdoor" phase of the forthcoming (April 30-May 4) *Materials Handling Exposition* in Chicago is developing. Makes possible demonstrations of yard handling machines and cranes, conveyors, similar equipment which can be displayed but not moved inside the International Amphitheatre.

New 80' by 340' addition is underway at the Abingdon, Illinois, Vitreous China Plant of *Briggs Mfg. Co. Plumbing Ware Divn.*—will permit 30 per cent increased production of vitreous closet combinations, lavatories, urinals—may require 100 more employees, when completed.

Greater efficiency in production through work measurement and methods improvement will be topic of clinic for western industry January 30-31 in Los Angeles. Sponsor: Los Angeles Chapter *Society for Advancement of Management.*

School bells are ringing at *Binks Mfg. Co.*, Chicago, where registration for winter classes in spray painting and spray finishing equipment is underway. No tuition—but students stand cost to get there and to live while attending. For information: E. F. Watts, *Binks Mfg. Co.*, 3122 Carroll Ave., Chicago 12.

MANAGE December 1950

## Training Today's Supervisors



Edited By  
Louis Lerda

### "And On Earth Good Will Toward Men"

**T**HE finest thing that has happened in the last ten years in the training of supervisors is the emphasis upon human relations, man to man relations on the job. We are slow to learn. The test of any truth is time. Two thousand years should be enough to prove the soundness of any rule of conduct. "Good will toward men" has stood that test. If it has held true for over twenty centuries of mankind in general, it should hold true for any supervisor in any industry today.

As we approach the Christmas season, it might be well to reflect that as a technique for practicing good human relations, "good will" survived every form of human behavior—civilization and barbarism and back to civilization again—prosperity and poverty—cruelty and kindness. It has outlived them all, and it still stands, the finest principle of living ever handed down to a troubled world.

The influence of a single word of good will, or a single act of generous understanding, is an ever-widening circle. Spoken by a supervisor in contact with his workers, it has been estimated that it can affect as many as 250 people. Is it any wonder that companies are coming to realize more and more the influence of the supervisor as a spreader of company good will in the community.

Many companies have long since learned that where "good will" is a firm policy of every supervisor there need be no fear of proselytizing nor of the loss of skilled workers to another company paying a few more cents per hour.

"Times change. Human nature does not." Men still respond to "good will" when practiced by the entire management in the way of

- Providing a sense of security in the daily job
- Giving recognition for work well done
- Creating a feeling of belonging
- Respecting the dignity of the lowest ranking worker
- Giving courteous treatment
- Acting so as to earn the respect and confidence of subordinates
- Providing intelligent instruction
- Engendering a feeling of service, of real accomplishment

Visionary? Perhaps! Here in substance is the basis of human relations.

It is a skill that *must* be learned by every supervisor. Whether a supervisor does or does not want to interest himself in day-to-day, man-to-man relations on the job is no longer a matter of his own choosing. *He can't help himself!* He must be vitally interested in practicing good human relations or watch others pass him by.

The human element enters every moment of every day of his job. If he solves the human relations problems, he can face all the other problems of his work with confidence for they will represent only a minor part of the many problems which he must face. If he fails, he will find himself hopelessly bogged down everywhere else.

This is the time of year for resolutions. What would happen in American industry if every supervisor (foreman, general foreman, superintendent, manager) made these HIS resolutions for 1951:

#### I Resolve . . .

- To plan my work so that every minute counts—to feel a stake in getting out a quality product, in large quantity, at the lowest possible cost.
- To keep abreast of new developments and methods in my job, to invite suggestions and ideas from my workers, and to give them credit for any improvements that may result.
- To fight waste, because waste places every job in jeopardy.
- To know the how, when, and why of every step in every job method and to impart that knowledge to my workers so that each and everyone understands his job thoroughly.
- To practice leadership as against "drivership," to handle my workers in such a way that I will command their respect and "good will."
- To avoid passing the buck (e.g., "It's O.K. by me, but someone upstairs is blocking it").
- To treat subordinates as I would like to be treated, realizing that "to be one of them" will not hurt my authority.
- To do all in my power to prevent accidents.
- To welcome every opportunity to adjust a worker's grievance, real or imaginary, great or small, real-

izing that small complaints lead to major grievances.

- To be ever alert for ways of improving working conditions and saving effort in using equipment, lifting, and other waste motion that breaks the rhythm of the job.
- To carry out management decisions with good judgment, with a full understanding of their purpose and always with the interest and welfare of the employee in mind.

—To remember that as a supervisor my responsibilities are at least threefold: to my workers, to my superiors, and to the company that makes our jobs possible.

—To always encourage a fair day's work; to remember that pay is not the only incentive.

How much the future holds for all of us if we are, in fact, MEN OF GOOD WILL!

## Labor Relations

Edited By

Charles A. McKeand



### Significance Of The Election

WHEN this is printed the reader will have had a month to review the full facts of the November 7 election. As this is written, the election result already emphasizes one significant fact: the American people, when they are aroused, carry a terrific wallop. Election sentiment this year was mixed in with Hiss, China policy, anti-Red, and anti-defenders of Reds, uncertainty over the international situation, the compelling desire to see a change with the hope for more stability and international security.

The election also proved conclusively (and one wonders when prognosticators of elections will seriously consider results in past elections) that union leaders do not control the union member when he pulls the curtain behind him at the ballot box. Unions can play a big part in elections by beating drums and stirring up sentiments. But they have never delivered their membership as a voting block.

For members of management, particularly those of first line supervision, the election definitely stabilizes the Taft Hartley Act as the instrument which provides the rules for adjudication of union management relations. The failure to defeat Taft definitely removes this Act as a campaign issue. Even some of the changes which Taft himself has suggested in the Act will in all probability not be passed, and the Act will remain as it is.

This means that regional offices, trial examiners, board orders, and eventually courts will establish the rules of the game.

### NLRB Sets Standards

THE Board on October 6 issued its new regulations establishing its jurisdiction. This jurisdictional decision clarifies the air on board action in cases affecting certain types of establishments. Further interpretation on these decisions from time to time will grad-

ually clarify the whole heretofore complex and confused question of jurisdiction.

### "I Am Exhibit A"

NATIONAL LABOR RELATIONS BOARD has ordered that Lloyd H. Sidener, the Canton, Illinois, coal miner who was fined \$50,000 and ousted from his job as a miner and the presidency of his UMW local because he told his members to go back to work as a response to a telegram from John L. Lewis that they stay out. The NLRB, under the provision of the Taft-Hartley Act, reinstated him with back pay. Sidener in a letter to union members states: "I am exhibit 'A' and I am the reason why the union labor bosses want the Taft-Hartley act scrapped". He says "The reason they want it scrapped is that the Taft-Hartley protects us from both the company boss and the union boss."

### Inplant Bookies Out

IN the past issues the writer has commented upon the serious situation which has arisen in many parts of the country over inplant gambling. In many plants the total volume has run into hundreds of thousands of dollars a year. Bookies have had agents among the work-force in many companies. Zenith Radio Corporation of Chicago has finally cracked the problem open when wives began to charge that the company "supported bookies, scratch sheets, racing news".

It is estimated that at least a thousand hours daily was spent in doping out races, making bets and phone calls at a cost to Zenith alone of \$10,000 weekly. The company retained private detectives that worked quietly and secretly, proved among other things that the wives of employees were extremely well informed, even to the point that excessive betting was causing a considerable loss in produc-

tion. The company kept the union officials informed. The company stamped out the evil by discharging those who had been acting as bookies' agents—but they were not in any way questioned as to their connection with the outside agencies, thus preventing the possible injury to the individual after he was discharged. Other companies throughout the country who have a similar problem should take encouragement through the straightforward handling of this situation.

### Wages Going Upward

WAGE increases all over the country show a heavy increase. This applies to practically every line of business, and many are still in the making. When this is printed, and CIO workers and Big Steel will have settled their negotiations. This decision will undoubtedly set the pattern for further increases for those companies where the wages have not reached the amount to be set by this decision. Practically all contracts now carry a living cost "escalator" clause. Here is an interesting practice to watch, because the Bureau of Labor Statistics index is being revised. The revision will include new items and new weighing of old items. This will result in a rise in the living cost next year due to statistical juggling, and this will be on top of the natural rise that is coming due to inflation. New controls will be speeded up now that the election is over, and we can expect price controls on certain essential raw materials. These selective controls will theoretically tighten up on other things, but everyone realizes that it is merely a stop gap.

Wage controls will not accompany the first price controls. The government is taking the position that these initial higher wages can be paid out of profits. Many in government know that this is fictitious thinking and they are planning for actual wage controls at a later date. But nothing will be done until all unions have gotten at least one raise since the start of the Korean conflict. Then there will be an added increase on the theory of increased productivity. Government planners foster the idea that this and later increase should not be in the form of cash but in benefits.

This, however, is contrary to union thinking, and they will not take it. They want cash now, more cash in the future. The government will try to promote the plan for payment of some of these increases in benefits, but such a program would fall apart, and wages will be stabilized under control of a stabilization board.

### Lookout For Saboteurs

IT is suggested that all plants that are engaged directly or indirectly in war production be alerted due to the fact that spies and subversives will take an extreme interest in plants producing

anti-communist arms. If your plant protection department has not already done so, it is suggested that you contact the F.B.I.

### Beware Of Retirement Shock

**D**URING recent months when we discussed pension programs, we alluded several times to the terrific social problem that is being created by compulsory retirement at age 65. Now comes the Potomac Electric Power Company of Washington, D. C. with an editorial in their employee magazine which states: "Almost all the experts in retirement planning say that 'Retirement Shock' causes most of the deaths soon after retirement." It is important that employers pay attention to this social obligation. Companies have gone into pension planning to create goodwill among employees who retire, to stimulate younger employees to steady work and interest in their work so that they might be proper candidates for retirement in the future and to create goodwill in the community where the plant is located.

Unless the employer concerns himself with retired employees, he is not creating goodwill. Those who find retirement an unhappy experience will complain over their enforced idleness. They will not blame themselves but will blame the pension plan. This discontent may even spread to younger workers and they too may lose faith in the plan. Even ill will may occur among the merchants, trades people, citizens in the community. This has actually happened in a number of cases.

Doctors, psychiatrists, socialologists, educators, others are conducting research on the subject. Meantime and until definite findings have been provided, it is suggested that before retirement the company discuss the matter with the individual to be retired:

- 1) Urge him to care for his health;
- 2) Encourage him to develop outside interests and hobbies;
- 3) Offer him counsel on budgeting: investments, insurance, mortgages;
- 4) Gradually lighten his duties as his retirement age approaches;
- 5) Review his plans for retirement with him periodically.

After his retirement, here are some things that can be done:

- 1) Invite him back to company affairs: parties, open houses, award dinners;
- 2) Send him the company newspaper or bulletin;
- 3) Set up an "old-timers club" with planned activities like plant tours, fishing trips.

Land areas can be taken by force, but force cannot capture men's minds.—C. E. Wilson, President, General Motors Corp. at Detroit's Central Methodist Church, October 1950.

MANAGE December 1950

## Human Relations

Edited By



and the art of  
**MANAGING**

**Dr. William Levy**

"Lazy men are just as useless as dead ones and take up a lot more room".

Note: This month we are including one of the Workshops that was conducted at the NAF Convention in Buffalo. Periodically during the next twelve months we will bring you the remainder of these Workshops.

### How Your NAF Club Can Make You a Bigger Man

(Digest of Workshop presented before The National Association of Foremen Convention, September 14, 1950 at Buffalo, N. Y.) Delivered by J. V. KAPPLER, area manager, NAF, Moberly, Mo. (Conference Chairman—M. C. OLMSTED, Sylvania Electric Products, Inc., Buffalo, N. Y.)

**T**HE title "How Your NAF Club Can Make You A Bigger Man" is slightly misleading. I have known many men, active in club work, who grew beyond all expectations (their own included).

When I received this assignment I decided to do a little research, so I could give you the best possible consensus of men to whom this phenomenon had occurred. I asked questions, wrote letters, and discussed this fact with men all across the country. We discussed not only the part the club plays in personal development, but all the factors involved in personal development. We were trying to find out these things:

- 1) What are the necessary ingredients for growth (native ability, environment and opportunity)?
- 2) How does this growth take place?
- 3) Is there any one factor more important than the rest?

I believe you men will find our conclusions interesting enough to take back to your club, not only to create additional interest in personal development of members of your club, but to show them how they can more effectively use the tools at hand to make the job easier. If I make frequent reference to tools, it is because I think in terms of tools. The major part of my background involves the use of tools in mechanical work.

All our discussions led to the following as general factors necessary if a man is to stabilize his career, and broaden his capabilities and vision:

1) He must have a relatively intensive desire to grow. A desire bred of the wish to provide a higher standard of living for self and family, increase personal prestige, or to be in a position to be of greater service to others.

2) He must have a technical knowledge of the job at hand. In a supervisor that does not mean knowledge of mechanical processes as much as human thought processes (his own included).

3) He must have experience in the application of his technical knowledge, a combination of his own experience developed out of deliberate experimentation, and an analysis of the experiences of others.

If we were to reduce this to a formula, it would look something like this: Desire+Knowledge×Experience=Personal Development. Naturally, the higher the quality of the factors involved, the higher the eventual product becomes.

How can your club make you a bigger man? The club can never do that. Only you yourself can do it. What part, then, does the club play in Personal Development?

We said at the outset that technical knowledge is necessary. I think we agree on that. The principal value in addition to maintaining high standards of practice in the American Medical Association is the large body of recorded knowledge compiled over aggregate thousands of years of medical practice and research. In your club you have contact with thousands of years of supervisory experience because you have contact through your club and the national office of your Association, with 40,000 management men, each one experiencing daily the problems and difficulties you are undergoing. The club and national office can serve as a huge switchboard, to plug you in on any member anywhere. Unfortunately, many men sit by the telephone, struggle with their problems day after day, and never pick it up to see what the other guy is doing with the same problem.

Can you imagine a thirsty man ignoring a clear cold spring of water, and laboriously trying to dig a well nearby with a pick and shovel? Sounds silly, doesn't it? But, it is actually happening all the time when members of clubs ignore the source of abundant and useful information available to them



through their club and its national affiliation. This feature is there for you to use; use it.

As an illustration: Suppose a man started out to practice medicine. He completely ignored the sources of information available to him. At the end of a lifetime of practice his work would be at the best primitive. A doctor like that would not have very many patients, would he? And yet we find a very large number of management men doing the same thing, and sitting back confidently expecting more "patients" (promotion, higher salary, more security, more responsibility), simply because they have been there a long time, and have worn their chair to fit their bottom. Does that kind of an outlook make sense?

How can your club help you to become a bigger man? By placing at your fingertips accumulated knowledge of thousands of man years of supervision—knowledge multiplied by experience—the experience is an absolute necessity in our formula. Without it we have a vast accumulation of facts without any knowledge of their practical application. They are as useful to us as knowledge of how many eggs were laid by all the hens in Indo-China in March 1936. (I don't have that figure, incidentally.)

The thing in which we want experience, then, is in the application of knowledge of facts to the solution of a problem, and the execution of that solution through the minds and physical efforts of other people.

General Omar Bradley made a statement recently, which I think applies more than any place else to supervisors. He said: "Educated people are easier to lead and harder to drive, easier to govern and harder to enslave." You supervisors are dealing with a much higher educational level in your work force than was the case a generation ago. Your men are more informed, wider read, and generally have a higher academic education than a few years ago. Result for you is the necessity of using more leadership and less driver-ship, more supervision and less economic pressure than was formerly used.

There is no finer opportunity for laboratory experiment in the field of supervision than can be found in your NAF club. Here you have a group over which you have no economic authority, which you wish to organize to carry out your ideas and projects. You are in the field of leadership pure and simple, and any failure to succeed in any office or committee is traceable directly to your lack of ability to influence people. Don't condemn yourself for lack of that ability now. Three years from now is time enough to start that. Don't blame others for not cooperating, either. They will if you know how to get it. Rather, look at the whole thing objectively, study your own shortcomings, and do something about it.

How can your NAF club help you to become a Bigger Man? By providing an unparalleled opportunity for practice and experiment in the use of personal influence and leadership.

In the field of management, you can't expect to become an expert over night. It takes years of experience and knowledge. So take it easy, but take it! In the words of Dr. Hunt, of Chicago's Public School System: "Life by the yard is hard—Life by the inch, is a cinch."

### Essays On Management

**H**ERE is the eighth of ten essays submitted to us by John MacIntosh, now industrial consultant with Edwin S. Carman (Engineers), Cleveland, O.

#### THE KING-PIN

by J. N. MacIntosh

**T**HE management "king-pin" is the executive who tries, like Atlas of Mythology, to carry the company on his shoulders. He thinks that he alone has the capacity to see things through.

Modern industry is so complex, that no one man should be a "king-pin." Sound organization would not permit it. The good executive will share, not hoard responsibility.

An organization chart is the foundation of a business. It defines lines of responsibility and authority. It delegates certain duties to certain people. Good management will use it as a stick to spank the "king-pin."

All this points to the importance of selecting men who are qualified in their field. Men who know the meaning of team-work. What we need most in business is not big shoulders—but—big brains.

### Ways To Kill Your Association Or Club

**NAF** has always advocated positive thinking. Therefore, the following points would probably not apply in your situation. However, when this material passed over my desk a short time back I thought it sufficiently interesting and significant to pass on to you. As far as I know it originated in the News Letter of the Hawaii Chapter of the National Association of Cost Accountants.

- 1) Seldom, if ever, go to a meeting.
- 2) If you attend, find fault with the work of the officers and directors.
- 3) Never accept an office. It is easier to criticize them than to do things.
- 4) If asked by a chairman to give your opinion regarding some matter, tell him you have nothing to say. But say plenty after the meeting.
- 5) Do nothing more than is absolutely necessary; but when other members roll

up their sleeves and willingly and unselfishly use their ability and time to help matters along, show that the Association is run by a clique.

6) Squawk about officers and directors, but never allow yourself to be nominated as one.

7) When a social affair is given, tell everybody money is being wasted on blow-outs which make a big noise and accomplish nothing.

8) When no social affairs are given, tell everybody the Association is dead and needs a can tied to it.

9) Don't tell the Association how it can please you; but if it doesn't please you, resign.

10) At every opportunity, threaten to quit and get your friends to resign.

11) When you attend a meeting, vote to do something and then afterwards do the opposite.

12) Agree to everything said at the meeting and disagree with it outside.

13) When asked for information, don't give it.

14) Cuss the Association or Club for the incompleteness of its information.

15) Get all the Association or Club gives, but don't give it anything but "gripes".

16) Kick about the cost of active membership participation even though you spend as much as an entire year's dues on a "little party".

17) Don't bother to make helpful suggestions because the officers and directors are a bunch of "know-it-alls" and wouldn't listen to your ideas anyway.

## Calendar

Dec.	12	NAEC Nat'l. Industry Mobilization Meeting of Engineering Cos.	Detroit
1951			
Jan.	23	NAF Indoctrination Seminar for -24 New Directors	Dayton
Jan.	15	Plant Maintenance Show and -18 Conference	Cleveland
Jan.	25	NAF Board Meeting	Dayton
Feb.	1	Nat'l Industrial Exposition-Conference	Los Angeles
Feb.	5	NAF Seminar	Dayton
Feb.	17	2nd Annual Management Forum. Kellogg Auditorium Battle Creek, Michigan	
Mar.	3	NAF Bowling Classic, Hagerty -4 Bowling Center	Toledo
Mar.	10	6th Annual Northwest Management Conference	Portland
Mar.	15	Amer. Society of Training Directors Convention	Philadelphia
Apr.	30	4th Natl. Materials Handling Exposition, International Amphitheatre	Chicago
May	24	NAF Board Meeting	Fort Worth
Sept.	26	NAF CONVENTION	CHICAGO

A candidate for sheriff called on a minister to ask for his support in the recent election. "Before I decide to give you my support," said the minister, "I would like to ask you a question. Do you partake of intoxicating beverages?"

"Before I reply," said the candidate cautiously, "is this an inquiry or an invitation?"

We cannot advance the good of the world, or the security of America, by underwriting every other system in the world except our own.—Radio's Henry J. Taylor.



# Management News

## Meadville Conference draws 300

Meadville, Pa. — District industrial management personnel examined the entire field of security at their annual conference here September 16 under the warning that their individual security may be little more than a myth because of the grave danger to national security.

Nearly 300 foremen and management representatives from northwestern Pennsylvania and northeastern Ohio industries attended the fifth annual National Association of Foremen's conference here. The meeting at Allegheny College was conducted jointly by the Meadville Foremen's Club and the college.

It was Colyer Snyder, news commentator and analyst, who painted the picture of the dark clouds over our national security in his luncheon address. He indicated there was little use gaining individual security until the nation and the world was more secure from war and destruction.

Security no longer is a problem of individuals alone, Edwin G. Nourse, former chairman of President Truman's Council of Economic Advisers, told the foremen in an after-dinner speech at Brooks Hall.

"The question of security now is really built into the American industrial picture," he declared as he pointed out the vast strides that have been made during the past few years to secure an adequate income for elder workers.

Dr. Ralph Lee, of the General Motors Corporation employee cooperation staff, led off the NAF regional conference with his address on the meeting theme, "The Struggle for Security."

"Security is a very vague and misleading thing," said Dr. Lee in his opening address at the morning session at Ford Memorial Chapel. "In spite of any plan there are things beyond our control that can wreck it."

The person who wants someone else to provide his security is bound to become a slave, Dr. Lee pointed out. He concluded: "If I know how to do something essential, I know that come what may I am going to be in demand. When I know I am going to be in demand then I know I have the only security God can provide."

Dr. Louis T. Benezet, president of Allegheny College, gave his address of welcome at the beginning of the morning session.

SEE PHOTOS NEXT PAGE

## Socialism bankrupts Britons, club told

Middletown, Ohio—A comparison of England in 1924 and today was given members of Aeronica Management Club in September by the director of public speaking of Oakwood School in Dayton.

John Martin, who was born in England and left there in 1924, told the group of his recent trip to his homeland and what is happening under the Labor government.

Martin was introduced by William Schlotter, program chairman.

Martin said that England's government is completely socialistic. It has helped to a degree the ten million lower income residents, but the terrific cost is forcing the balance of the nation into bankruptcy, he claimed.

England is not the productive power it once was, Martin said. "American dollars help, but it will take more than dollars to save England. It will require teaching the citizens the advantages of the American way of life," he told the group.

According to Martin, the government allocates housing on a basis of four built by the government to one by a private citizen. The citizen is then hampered at every step by Socialist rules and regulations, he said.

Herman Rekers, president, presided over the business session which followed the dinner meeting.—S. Accurso.

## Foremen and union in open house affair

Buffalo, N. Y.—The idea of Open House plant visitation for employees, their families, friends is not new. But the Foreman's Club of Worthington Pump & Machinery Corporation's Buffalo Works has successfully applied a somewhat unusual twist. When it was decided to sponsor the affair, this club invited the two plant unions, A.F. of L. Pattern Makers Association, and Local 2017 of the Steelworkers of America, C.I.O., to participate as co-sponsors, with members of the three organizations sharing in the planning and work to make it of personal interest for each of the plant's 1800 employees.

The success of this plan is evidenced by the response. On Sunday afternoon, September 19, nearly 10,000 persons made the complete tour of the plant—visited the pattern shop, core-rooms, foundry, machine shops, assembly and test floors, other related departments—observed the well planned displays following "on the spot" de-

velopment of several of the Corporation's products from drawing board to final test—asked innumerable questions of the foremen and union stewards who acted as guides and informants—emerged finally to enjoy the various refreshments served in a huge tent on the grounds.

## Election contest at C.B.F.

Columbus, O. — Earl Fenner was elected president of C.B.F. Management Club of Columbus Bolt & Forging Co. here in the most active election in club history.

Two slates of candidates, the Whites and Blues, selected by two groups of past club presidents, who also acted as campaign managers for their slates, engaged in several weeks of pre-election friendly bids for votes. Cigars, pencils, flowers, sample ballots, biographies of candidates were a part of the campaign.

More interest was created than in any recent election. Each ticket placed two men in office which gives an indication of the evenly matched slates.

George Reiniger was elected secretary with Mr. Fenner on the White Ticket. Jack Hindes, vice president and Ward Reynolds were the two Blue Ticket candidates elected.

## Tube Club supervisors briefed re duties

Gary — The newly elected officers and committee chairmen of the National Tube Supervisors' Club here started the year off right by having the new NAF Area Manager Vincent Linn teach them the functions and responsibilities attached to their respective offices. The training session was a dinner meeting held at Hotel Gary.

The group of nine management men were given a thorough review of their respective responsibilities and the importance of team work and membership participation in order to have an interested and active club.—R. Green.

## Diamond Alkali buys a du Pont interest

Cleveland—Diamond Alkali Company has announced the purchase of the chromic acid business of the E. I. du Pont de Nemours and Company, Wilmington, Delaware.

The product will continue to be manufactured by du Pont at its Philadelphia plant, and under the terms of the sale, Diamond will take over distribution of the product on January 1. Amount of the consideration was not revealed.

Du Pont is one of three chromic acid producers in the United States. It has been in this business approximately 15 years and holds a large share of the national market for the



New officers of Bemis Peoria Management Club (left to right—seated) H. Hammer (P.); J. Bertha (S); (standing) Wm. Sweeney (T); C. Neptun (VP).



New officers of National Tube Supervisors Club, Gary, Ind. (left to right—standing): G. Oddi, K. Kizer, Area V.P.s; Al Schwan, NAF Zone H V.P. from National Tube; C. Clark, Area V.P.; NAF Area Manager V. Linn; J. Gunnett, Exec. V. P.; (seated) R. Machin, H. Solsberg, Area V.P.s; C. Falconer, P. Not in picture: A. Anderson, T.; V. Erickson, S.; R. Green, Publicity chairman.



REGIONAL CONFERENCE SPEAKERS TABLE at fifth annual meeting arranged by Allegheny College and Meadville Foremen's Club. From left: Grosvenor S. M'Kee, vice president and works manager of Talon, Inc., moderator for an afternoon panel discussion; I. Austin Kelly, III, consultant on wage and pension programs, and Marilyn S. Pitzele, labor editor of Business Week,

who took part in the discussion; A. L. Riemann, president of the Meadville Foremen's Club; Colyer Snyder, news commentator and analyst, luncheon speaker; E. H. Santer, general conference chairman, and Rev. J. Stuart Maxwell, pastor of Park Avenue Congregational Church, who pronounced invocation.



"Socialism is forcing Britons into bankruptcy" charged John Martin, addressing September meeting of Aerenco foremen in Middletown, Ohio. Martin, a former Englishman, is instructor at Dayton (O.) Oakwood School.

## News and Activities of Management Clubs



PART OF THE CROWD of 175 members of the Marion, (O.) Foremen's Club as the foremen attended a dinner meeting, Sept. 12, at Marion Country Club, opening their 1950-51 programs.



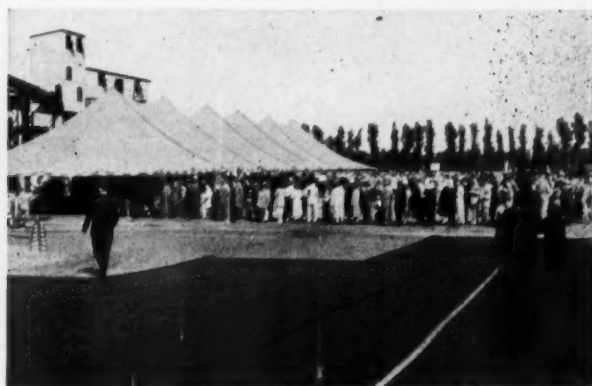
EDWIN G. NOURSE, former chairman of President Truman's Council of Economic Advisers, as he told the price of security to participants at regional conference sponsored by Meadville (Pa.) Foremen's Club and Allegheny College in September.



"Management Responsibilities" panel discussion in full swing at October meeting of Aluminum Ore foremen at East St. Louis in October. From left: A. B. Williams, C. V. Jondro, Wm. Lory (moderator), C. C. Winning, J. Laudenberg, C. Haderlein.



Francis Hartman (left) and R. A. Garverick, retiring president of Marion (O.) Foremen's Club, as Mr. Garverick turned over the gavel to Mr. Hartman, new president, at September meeting.



OPEN HOUSE at Worthington Pump & Machinery Corp. in September was a cooperative undertaking of their foremen and local plant unions.



product which is estimated at 20,000,000 pounds annually. The chrome-plating field, primarily through the demand from the automotive and appliance industries, is the principal customer for chromic acid, although applications of the chemical are ever-broadening.

For Diamond, entering into the chromic acid business represents a logical diversification of its line of chromium chemicals. Diamond is a major manufacturer of sodium bichromate, an essential raw material used in the manufacture of chromic acid, with facilities located at both Kearny, New Jersey, and Painesville, Ohio. Nearing completion at both these units is a rehabilitation, modernization, and expansion program costing in excess of \$5,000,000.

### Maytag establishes award in education

Newton, Iowa—Maytag Management Club has unanimously approved plans for an annual Educational Assistance award in the amount of \$500 to be given by the club to a Newton high school senior who plans to enter manufacturing industry as a vocation.

June (1951) has been set as the first time an award will be given and no limitation as to sex or connection with The Maytag Company has been established. Only requirements: applicant

be a senior in high school in Newton and that he or she indicate intent to enter manufacturing industry as a vocation.

### Harmony club installs new officers

St. Louis—Monday evening, October 2, 1950, marked the fifth anniversary of the Hussmann Harmony Club composed of supervisory personnel of the Hussmann Refrigerator Company of Saint Louis, Missouri.

A group of 49 members of Hussmann Harmony Club gathered at the Roosevelt Hotel October 2 and saw Wm. Hurst, National NAF director from Missouri install newly elected officers. John Miller, retiring president, turned the meeting over to his successor, Adrian Poelker.

Mr. Poelker is one of the many individuals who have come up from the ranks in the Hussmann Organization and is presently heading the important post of production control.

Harold Lyda, Eastern regional manager, Air Cargos Accounting for T.W.A. at La Guardia Field, New York, was guest speaker. His topic "The You in Business", was well received. His obvious experience in the field of human relations made his talk doubly interesting.—J. Harrison.

In management it's "Grow . . . or Go!"

### Jeffrey vice president at Great Lakes Steel

Detroit—Appointment of Joseph J. Jeffrey as Great Lakes Steel Corporation vice president in charge of personnel was announced September 27 by George R. Fink, president of Great Lakes and National Steel Corporations. The action promotes Jeffrey from



Joseph J. Jeffrey

his previous position as personnel and industrial relations director for the Ecorse, Mich., steel producing firm. He will continue to supervise these activities. Jeffrey has represented the company in negotiations with the CIO United Steelworkers since 1941, the year in which their first contract was signed.

The new vice president began work with the company in 1926 as a shipping department weighman — advanced through paymaster, chief industrial engineer, superintendent of industrial relations to become director of personnel and industrial relations in 1947.

A director of the Employers Association of Detroit, Jeffrey also is a member of the Detroit Industrial Safety Council, Optimists Club, Downriver Chamber of Commerce, and American Iron and Steel Institute's Industrial Relations Committee. He is a resident of Wyandotte, Mich.

Members of the Foremen's Club are confident that the lively interest evidenced by the families of so many employees cannot help but increase their pride in their jobs and that the friendly meeting of their family groups will result in increased team spirit.

The Foremen's Club of Worthington Buffalo Works is also proud to report that several of the NAF Convention delegates stayed over to attend this event and were evidently well rewarded for their interest.—J. G. Weber, Jr.

Question: "What is a hot dog?"

Answer: "A hot dog is the noblest of all dogs, because it feeds the hand that bites it."



NEWLY ELECTED OFFICERS of United Air Lines' Los Angeles Supervisors Club: (left to right) Dick Austin (V. P.); United's President W. A. Patterson; A. J. Schoepf (P.); Agnes Anderson (T.); Warnay Preston (S.). The new officers were named at a recent meeting at which Mr. Patterson was the principal speaker. (UAL Photo)



## West Coast foremen, executives offer exposition-conference opportunity

Los Angeles — The First Annual NATIONAL INDUSTRIAL EXPOSITION AND CONFERENCE will be held February 1-2-3-4, 1951 in the beautiful, ocean-front Municipal Auditorium at Long Beach, California it was announced by Edward Seits, vice president of The National Association of Foremen and chairman of the Advisory Board of the forthcoming event. The exposition, first of its kind to be staged on the Pacific Coast, will be sponsored by Zone A of the Association. This non-profit, educational organization, founded over a quarter of a century ago, and its membership of 40,000 has been a potent force in the growth and development of American Industry through their efforts to put into concrete action their slogan, "WORK SMART".

"It is because we are keenly aware of increased demands upon industry today," Mr. Seits said, "and the urgent necessity for manufacturers to reduce waste, step-up efficiency, look for ways to lower plant operation costs, that our group is sponsoring this EXPOSITION AND CONFERENCE. The rapidly expanding Pacific Coast Industrial Empire needs the machinery, equipment and new methods of advanced industrial production, and maintenance KNOW-HOW that will be displayed and discussed during these four days. The good that will result from holding the exposition and conference is two-fold: First, it will make it possible for plant management, engineers, counselors, foremen, purchasing agents to see and inspect actual products — not blue-prints — and to hear explanations of services under one roof in a market-place designed to meet their specific needs. Second, it will provide the exhibiting manufacturer and vendor opportunity personally to meet his customers and prospective customers thereby resulting in lucrative business for his company. There is no doubt," Mr. Seits continued, "but what this inaugural event will prove highly successful and beneficial for all concerned."

**PANEL DISCUSSIONS AND SPECIAL EVENTS** — Under the direction of recognized, outstanding authorities in their respective fields, the following subjects have been scheduled for panel discussion in the Concert Hall and Conference Rooms of the Municipal Auditorium:



TIME STANDARDS AS APPLIED  
TO MAINTENANCE  
PLANT LAY-OUT  
STATISTICAL QUALITY  
CONTROL  
MATERIALS HANDLING  
PRODUCTION KNOW-HOW  
RESEARCH . . . AN AID TO  
PRODUCTION  
NEW MATERIALS  
TOOLING  
PLANNING PRODUCTION  
LUBRICATION FOR PRODUCTION AND MAINTENANCE  
MAINTENANCE . . . A PRIME  
FACTOR IN PRODUCTION  
NEW MACHINES

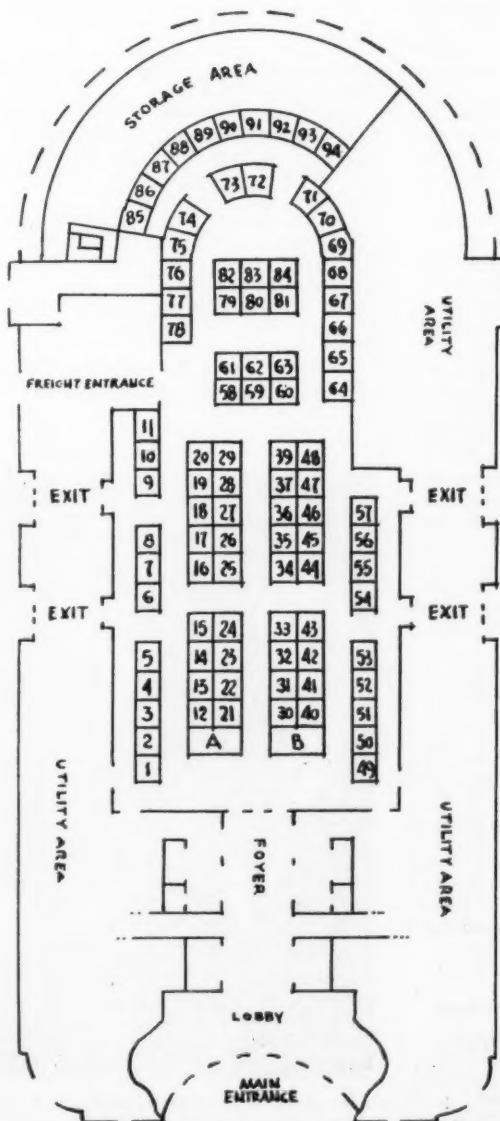
On Saturday evening, February 3, a

nationally prominent figure will be the featured speaker, to be announced later, as will chairmen, moderators, speakers on panels.

Ladies accompanying exhibitors and visitors will be honored by Special Events designed to appeal to their tastes.

**ADMISSION TO EXPOSITION** — Admission to the Industrial Exposition and Conference will be by invitation only. *The public will not be admitted.* Special invitations will be given free to exhibitors for distribution to those whose attendance they desire. Admission to panel discussions and Saturday evening feature will be by Special Registration. Details will shortly be announced by the sponsors.

**NOTED PRODUCER TO STAGE EVENT** — Production and management of the event is in the hands of an



For space arrangements contact National Industrial Exposition, Suite 505 at 900 S. Serrano Ave., Los Angeles 6. Spaces are 10x10 . . . available in any multiple of same.

experienced exposition man, Roger E. Montgomery, who has devoted 30 years to production and management of national industrial and cultural expositions throughout the U. S. He will personally direct the big show. With Montgomery will be his thoroughly seasoned staff.

Known in the exposition field as a 'perfectionist', both sponsors and exhibitors are assured of a smooth, well-operated and successful show. Perhaps one sentence used for years by the producer best expresses his views as to exposition management, namely: "A successful exposition is dependent upon the satisfaction of its exhibitors."

## Aluminum Ore holds panel discussion

East St. Louis, Ill. — Thomas A. Bledsoe, club president, announced that on December 4 the club would have a Ladies Night and that the January meeting would be set aside for "roasting" various club members on the "gridiron."

The gridiron meeting will be arranged to satisfy the membership who have been requesting another one because of the huge success of the one held last year. Harvey F. Pings is in charge of gridiron program arrangements.

October meeting at K. of C. Club centered around a panel discussion of "What It Means To Me To Be A Part Of Management In The Way Of Responsibilities And Privileges". The moderator was W. O. Lory and the panel members were Carlyle Haderlein, Jack Laudenberg, Chas. Winning, Clarence Jondro, Allen B. Williams.

The discussion was continued for an overtime period by popular demand, many members participating in the question and answer period. The consensus of the members was that "we should do this more often."

O. Z. Fansler and his committee provided a buffet lunch after the meeting.—R. J. Scharbert.

## Upton Close addresses Tri-Club

Willoughby, Ohio — The annual dinner meeting of the Tri-Club was held November 15. This organization consists of the foremen's clubs of Diamond Alkali, Industrial Rayon, Ohio Rubber. The 410 who attended enjoyed Upton Close's outline of the current Korean situation. Toastmaster was Robert Barr, Industrial Rayon Foremen's Club president.—M. Baumert.

## Marion hears Robinson of Thompson Products

Marion, Ohio — The Marion Foremen's Club launched its 1950-51 programs September 12 when 175 mem-



John B. Robinson, design engineer of Thompson Products, Inc., of Cleveland, Freedom Forum speaker who addressed 175 members of the Marion (O.) Foremen's Club, Sept. 12, opening the 1950-51 program. His subject: "This Is Our Problem."

bers attended a dinner-meeting at Marion Country Club.

New officers were installed and members listened to a forceful, instructive address by John B. Robinson, design engineer from Thompson Products, Inc., Cleveland.

Mr. Robinson spoke on the Freedom Forum theme, "This Is Our Problem"—sounded a warning against the infiltration in America of the forces which are working to promote "isms" destructive of the American way.

In management it's "Grow . . . or Go!"



Installation of Staten Island Management Club officers by former NAF Director W. C. Johnson. From left: J. Mackintosh (V.P.); Mr. Johnson; J. Humphries (P.); E. Podlucky (T.)

## New management clubs

Dayton.—During the period October 15 to November 15 three new management clubs affiliated with The National Association of Foremen. These were:

San Fernando Valley Management Club of Burbank, California. Officers are: Bonar Dyer, Walt Disney Productions (P); Frederic W. Salyer, Librascope, Inc. (V.P.); August Gunnerson, Joseph T. Ryerson & Son, (S-T).

Sylvania Electronics Foremen's Club of Sylvania Electric Products, Inc., Boston, Mass. Officers: Edward A. Craddock (P.); William C. Woods (V.P.); W. Herbert Metten (S.); Robert F. Needham (T.).

The Thermostat Foreman's Club of Bridgeport Thermostat Divn. Robertshaw-Fulton Controls Company, Bridgeport, Conn. Officers: Frank W. Colonnese (P.); Robert R. Roggenback (V.P.); Raymond F. Callaghan (S-T).

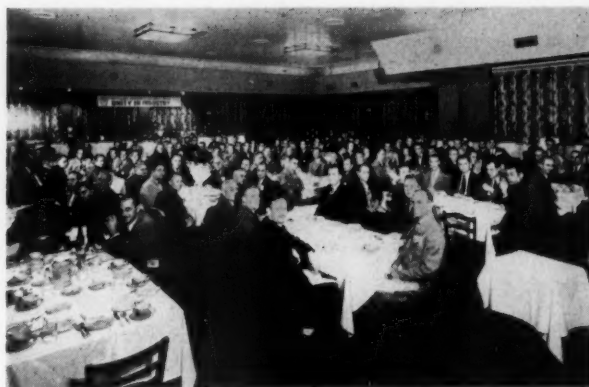
## Industrial unity urged during Nation's crises

Louisville, Ky.—Unity in industry will be an important factor in the success of this country in facing current crises, Wilson W. Wyatt, attorney, told the Louisville Area Association of Management People, at their Sixth Annual Regional Conference last month.

The former Mayor of Louisville was afternoon speaker at the meeting at the Seelbach Hotel, and United States



Principals and speakers at Sixth Annual Regional Conference at Louisville Association of Management People (left to right): E. B. Williams, P. R. director, Associated Industries of Kentucky; R. M. Wheeler, program chairman; Embury Ruker, consulting engineering H. Earle Runion Co.; Dr. W. C. Huffman, associate professor of economics, Univ. of Louisville; Howard Fitch, patent attorney, American Air Filter Co.; W. F. Gutwein, director industrial relations, C. T. Dearing Printing Co.;



Dr. W. R. Gilmore; Thurston B. Morton, U. S. Representative from Kentucky; George R. Milne, vice president, National Carbide Co.; Oliver P. Ganote, president, L.A.M.P.; H. P. McMath, personnel director, B. F. Goodrich Co.; L. R. Porterfield, assistant superintendent American Air Filter; J. M. Cunningham, superintendent, C. T. Dearing Printing Co.; Ernest Teichert, works manager, Robertshaw-Fulton Controls Co. Right photo: Banquet view.

Representative Thruston B. Morton spoke at night.

Morton told the group that as management people, they should "miss no opportunity to help shape and mold public opinion." At present, he said, too few persons attempt to speak for public opinion.

Dr. William C. Huffman, associate professor of economics at the University of Louisville, outlined the main features of the Defense Production Act at a sectional conference of the meeting on federal controls.

"What is worrying many of us," Huffman said, "is how to control the controllers. Controls may be necessary but will they obtain the objective for which they were set up?"

Howard M. Fitch, patent attorney for American Air Filter Company, said he wanted "to put in a little plug for better control in the Federal Government. We owe it to ourselves," he said, "to see how our money is being spent."

Speaking of profits, he said: "Payment for use of capital is called profits. And it always shocks me that people should expect to use somebody else's money without paying them for the use of it."

Virgil Rowland of the Detroit Edison Company, told a sectional meeting both "horizontal and vertical" communications should be employed in industry. He added: "Often the horizontal communications (between departments) which we sometimes call scuttlebutt is heavy in quantity and poor in quality. Often the vertical communications (from top down) are strong on quality but weak on quantity."

W. F. Gutwein, industrial relations director, C. T. Dearing Printing Company, and chairman of the Foremen's Management Program of the entire printing industry, emphasized giving consideration to what is happening within an individual: what the man thinks, what he feels, and his morale.

Ernest Teichert, works manager of the Robertshaw Fulton Controls Co., Youngwood, Pa., recommended the NAF Code of Ethics as a pattern to follow in the managerial field.

J. M. Cunningham, superintendent, C. T. Dearing Printing, said supervisors are the managers of their departments, should operate men, materials and machines as if they belong to him and his workers. To instill this feeling into his work force will assure profitable production.

Thomas Heginbotham, chief colorist, Cincinnati Chemical Works, contended that the National Association of Foremen is the only organization which meets the needs of all members of the management team—that the NAF spirit is a means of getting all management to participate and think about the same problems, with which we are all faced. It is an association from which a member can receive unlimited, tangible and intangible benefits.

## Successful year at Charles City

Charles City, Iowa—1950 Charles City Oliver Management Club activities mixed both entertainment and educational programs to achieve a highly successful year.

Good speakers highlighted the educational meetings along with one program developed and presented by the engineering staff. The engineer-sponsored program was designed to better acquaint Oliver supervision with their product.

Entertainment—One meeting was devoted entirely to entertainment by professional vaudeville. The family picnic held annually in July featured good times for children and adults alike.

Night School—In addition to regular meetings, each spring and fall the

Club provides night school classes in such subjects as the slide rule, heat treating, foundry practices, sales features of the new line Oliver tractors, principles of gear design, etc. Classes are taught by plant personnel who by virtue of their job are closely associated with their assigned subject. Classes which run either one or two hours per evening are generally held once a week for several weeks. The Club has set aside money to be used in establishing a Club library.

Community Projects—As in past years, the Charles City Oliver Management Club aided a worthwhile community project. In addition to financial aid, Club members labored to help establish Camp Christy, to be used by Charles City youngsters during the summer.

Remaining Programs.—The program for the remainder of the year includes a Christmas party for children, one for adults.—R. C. Watters.

## Club adds members

Chicago—The Grand Sheet Metal Products Management Club has increased its membership by seven: Richard Berliner, Alfonso Garcia, Henry Jacobson, Harry Johnson, Leonard Laski, Henry Saunders, Edward Wrezzes.

New officers to assume duties January 1 are: Paul Mohoric (P.); Louis Schifo (V.P.); Paul Biel (T.); Louis Bellecomo (S.).

A few of our members went on a hunting trip, came back with a good size deer, which will be enjoyed by all this month.—A. Holtz.

Sailor: "I can't marry you. We have nothing in common. Why you wouldn't know port from starboard."

Girl: "Well, I could look at the label on the bottle, couldn't I?"





**CHECK OPERATION AT LOCKHEED AIRCRAFT**—Looking over a hardness tester equipped with one of their newly developed points is Maurice Paulin and Foster Hilton of the gauge room, 57-04, and their supervisor, George Kardell. The new points developed by the trio have reduced breakage considerably and are much cheaper to make.

## Idea shows 91 per cent cost reduction

Burbank, Cal.—Lockheed gauge inspectors are accustomed to dealing in extremely fine measurements and any figure as large as 91% from normal is unheard of in their realm of super-micro measurements, but—this figure did come from the domain of the infinitesimal—in the form of a healthy saving.

Finding that the 100 hardness testers in use around the plant were requiring constant replacement of points, Foster Hilton, Maurice Paulin, and George Kardell, supervisor in the gauge room, 57-04, decided to do something about it.

They ran some tests and discovered that by broadening original tolerances and using ordinary drill rod, the cost of the points could be lowered from \$1.50 each to 30 cents.

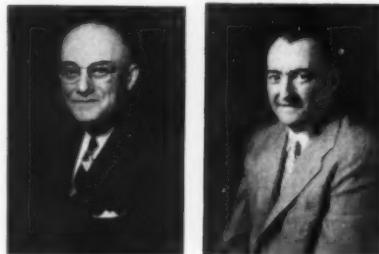
For a 90-day period prior to the re-design, they replaced about 240 points at a material cost of \$360 and labor cost (necessary to rework the units when the points were changed) of \$400. Using the new points, the replacement factor due to longer life, is making for a substantial saving, estimated at \$690 for a 90-day period.

## Electric Auto-Lite ups NAF men

Toledo—Appointment of H. E. Hasemeyer as assistant production manager for The Electric Auto-Lite Company has been announced by Royce G. Martin, president and board chairman.

In his new post, Mr. Hasemeyer will assist Byron A. Fay, vice president in charge of production.

A veteran of 35 years with Auto-



H. E. Hasemeyer (left) and I. B. Hayes in Auto-Lite promotions.

Lite, Mr. Hasemeyer has been manager since 1941 of the Stickney Avenue plant in Toledo, which is engaged in the manufacture of automotive distributors and the assembly of ignition coils. Previously he acted as plant manager of the Syracuse plant.

Irwin B. Hayes, since 1942 assistant manager of The Electric Auto-Lite Company's Stickney Avenue plant in Toledo, has been named manager of that plant. Mr. Hayes succeeds H. E. Hasemeyer.

A native of Toledo, Mr. Hayes has been associated with Auto-Lite for 28 years. He began work as a tool and die maker and later held executive positions in the standards and methods departments. He is a charter member of the Toledo Chapter of the American Society of Tool Engineers.

Both men are members of Toledo Foremen's Club.

## Aluminum Ore men report full program

East St. Louis, Ill.—Aluminum Ore Foremen's Club held their Fourth An-

niversary dinner meeting, November 6.

Rev. C. F. Recklein gave the invocation. Miss Melba Kay, local accordion artist, performed during dinner, led community singing which followed. The "Aluminares," a choral group consisting of Aluminum Ore employees exclusive, under the direction of Bob Blankenship presented a well received program.

Edwin P. Layton, master of ceremonies, presented the club president, Thomas A. Bledsoe, who gave the NAF story from 1918 to the present.

Donald H. Tilson, works manager, introduced H. E. Bakken, vice president and general manager of Aluminum Ore Company, who gave a most interesting talk on "Research and Development In Business and Industry." He said that at the present time almost two million dollars a day are spent by industry in this field.

The meeting was very well attended. K. B. Pellett, one of the two NAF directors in this area, and president of the Granite City Steel Foremen's Club, was a visitor.—R. J. Scharbert.

## Colbert takes Chrysler helm—Keller chairman

Detroit—November's gloomy skies were not so gloomy in the head executive office of Chrysler's Dodge Division: Chrysler directors had named as president, L. L. Colbert, former Dodge president, moved up K. T. Keller to board chairman (vacant since Walter P. Chrysler's death). Meantime, Mr. Keller gives about half his time as director of the Government Defense Department's guided missile program.

Mr. Colbert was Texas born (Oakwood)—graduated from University of Texas, attended Harvard Law School. Recently he headed up Chrysler's negotiating group in the wage agreement with U.A.W.-C.I.O. Those who know him say his interest and ability in "company relations" areas are outstanding.

## Huntington foremen keep things moving

Huntington, W. Va.—On September 12, the Huntington Foremen-Manager Club opened its 1951 season with a dinner meeting. Speaker was Olin C. Nutter, superintendent of Schools in Cabell County. Mr. Nutter has just returned from a European tour with 64 other educators where they studied the effects of Marshall Aid Plan money in combating communism. Mr. Nutter's topic was "Impressions of Post-War Europe."

Officers for the coming year were installed: J. C. Steelman, (P.); L. O. Walcutt, (1st V. P.); W. H. Williams, (2nd V. P.); Boyd Smoot, (S.); Ted Bliffen, (T.).

On September 9 the Sixth Annual Foreman-Manager-Personnel Confer-

ence was held at Marshall College, sponsored jointly by the College, Huntington Foremen-Managers Club, and Huntington Personnel Association. Theme was "It's Our Job." Address in the morning was by Dr. Allen Stockdale on "Teamwork Wins." Conference topics were: "Why Worry About Safety"; "Why Worry About Preventative Maintenance"; "Why Worry About Our Men"; "Why Worry About the Economics of Business"; "Why Worry About Production."

At luncheon Dr. George S. Benson, president of Harding College, delivered a stimulating address on "Make Mine American."

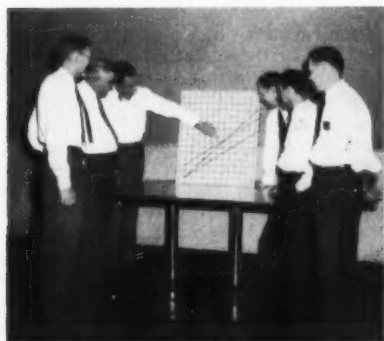
In the afternoon an open forum was held in the college auditorium on the topic "It's Our Job." G. K. Crosby, International Nickel Company was general chairman. Moderator was Dr. William Levy, NAF. Dr. Carlos A. Efferson spoke on "To Work With Our Men"; Dr. E. F. Scoutten on "To Work with Our Customers"; and Dr. Maurice Trimmer on "To Be A Good Neighbor in Our Community." Lively discussions ensued.

E. S. Maclin of Marshall College was general chairman of the conference and to him much praise must go for a well arranged meeting. Over 400 men of supervision from industry in Huntington area attended.—J. Steelman, Jr.

### Dodge supervisors in many activities

Mishawaka, Ind.—The Dodge Supervisory Forum held its second fall meeting October 31. Carl Petersen, general superintendent, installed the officers: Carl Phillips, (P.); Don Lower, (V. P.); Don Gates, (S.); Harry Spaeth, (T.). Don Saunter is in charge of the Sympathy Committee and Carl Petersen of the Membership Eligibility.

Evidence of the sustained interest of members of the Dodge Supervisory



Special demonstration of his "Break-Even" chart to new leaders of the Dodge Supervisory Forum, Mishawaka, Ind., by Fred Ebeling. He used this chart in his talk at Forum's October 31 meeting. (left to right): Carl Petersen, Harry Spaeth, Fred Ebeling, Donald Gates, Don Lower, Carl Phillips.



Partial view of November Ladies Night meeting of Foremen's Club of Columbus (Ohio), sponsored by the Kroger Company.

Forum was the excellent attendance—held Halloween night, when there are plenty of other affairs that compete for members' time. This is merely typical, according to Carl Phillips, new president of this active group at Dodge Corporation. Considerable time and effort are directed by the program committee in arranging a series of meetings that are diversified from the standpoint of interest, social activity, and factual information presented. This diversification extends to the type food served, the meeting place, the special guests invited to participate. Some of the extra attractions include a day of sports in September, a fish fry in October, Ladies Night in May.

A good example of the solid type discussions was the talk by Fred Ebeling, assistant secretary-treasurer of the Corporation, on "Break-Even Points." This talk follows the practice of making the supervisory group thoroughly acquainted with the functions of top management. Fred related fixed and variable expenses to the volume of sales by means of graphs, explained how added sales above the break-even point provided an increasing percentage of profit.

Harry Torson, vice-president (Sales) and David Firth, vice president (Engineering) told the group how their departments cooperate in discovery and development of new products which fit the present line of products and manufacturing facilities. Two of these new products, the DODGE TORQUE-ARM SPEED REDUCER and the DODGE SLIDE-SET VISE, because of their wide acceptance in the field, were used as examples in this discussion.—George Lanning.

Many an argument is sound—just sound, and nothing else.

### Columbus foremen in awards night

Columbus—Compliments and awards flew thick and fast at the November "Ladies Night" dinner meeting of the Foremen's Club of Columbus. Meeting was sponsored by the Kroger Co. whose B. P. Redman, Columbus branch manager, acted as co-chairman.

It was also the occasion for presentation of achievement awards and honorary plaques. Jacob E. Davis, Vice President in charge of Public Relations of The Kroger Co., was the featured speaker.

The more than 600 dinner guests saw Joseph E. Cox, Vice President of the National Association of Foremen, present Elden H. Davis, immediate past president of the local club and service manager of the Ohio Fuel Gas Co., with the plaque for first place standing in the annual achievement award in Zone C of the National Association. This Zone is composed of 52 foremen's clubs in Ohio and West Virginia.

Davis simultaneously received a certificate showing the Foremen's Club of Columbus the second best club during 1949-50 from among all city clubs in the U. S.

John Finley, Columbus Bolt & Forging Co., past president of the C. B. F. Management Club, represented his shop club of 68 men as they were awarded second place scrolls in both Zone C and the national achievement contests for shop clubs by Mr. Cox.

Climaxing the presentations was the display of the National Association of Foremen "Roll of Past Presidents" by Mr. Cox to the assembled foremen and friends on which was newly engraved the name of Bernard A. Hodapp, Co-

lumbus businessman and strong advocate of unity in management. He has achieved the distinction of being the first NAF president to have ever held office four years in succession since the organization was begun in 1925. He retired from office this year as the 18th NAF president, was lauded at the convention for his tireless efforts in bringing the Association into national prominence.

Hodapp was president of the Foremen's Club of Columbus when it was first awarded top place among all clubs in the country, a distinction it has attained five times. The local city club now numbers 814 management men representing some 120 companies in the Columbus area. A major element in its program during each year is its educational curriculum, which, during Mr. Davis' presidency, totaled more than 6100 hours of training for 562 men. Other elements in its very full program are plant tours, monthly dinner meetings, annual ballgame, scholarship awards, participation in civic projects.

## Carborundum foremen get product story

Niagara Falls, N. Y.—The Carborundum Foremen's Club is all set for another big season. September's meeting was held at the Carborundum Coated Products Division plant where everyone had a wonderful dinner. Program included demonstration of company products by Spencer Martin (Sales Department), magic act by Del Pelton (Time Study), movie on finishing furniture.

Many members attended the NAF Convention where the Carborundum quartet and Male Chorus added to the programs. Club President Paul Work and Director of Industrial Relations William Ehlers acted as chairmen for Conferences given on Thursday and Friday. Many other members assisted in the Convention management. One of the convention social highlights was the trip to Niagara Falls arranged by our Company. Everyone taking this



Universal-Cyclops President E. L. Stockdale receives Certificate of Commendation from American Legion, Department of Pennsylvania, from Joseph Abraham, employment officer, Bridgeville Post 54. Others (left to right): R. P. Hobson, past president, Universal Foremen's Club; A. J. Caruso, executive director, Bureau of Employment and Unemployment Compensation; C. A. Mathews, president, Universal Foremen's Club; Mr. Abraham, Mr. Stockdale, Honorable Clarence B. Nixon, Judge, Court of Common Pleas, Allegheny County; Anthony Cancellini, commander, Post 54, and Keith Bee, retiring commander, Post 54.

trip enjoyed it immensely.

At our October meeting Mr. N. C. "Bart" Bartholomew explained evaluation of salaried jobs. His talk was followed by a spirited question and answer period.—R. Shelso.

## Steel executive credits his foremen in Legion award

Bridgeville, Pa.—Management men of Universal Foremen's Club, Universal-Cyclops Steel Corporation here, received high tribute from the American Legion, Department of Pennsylvania, at the October meeting through award of a Certificate of Commendation to the company for its successful efforts in the employment, re-employment, and rehabilitation of veterans of World War II.

E. L. Stockdale, company president, accepted the award "... on behalf of the foremen and supervisors ... who have made our policies effective."

This citation has been made to companies selected since 1946 which have cooperated with the Legion and other citizen groups in giving substantial aid to the veteran program.

Universal-Cyclops, producer of alloy and specialty steels, employs 2100 at its Bridgeville Plant and has, since 1946, provided employment to 1013 veterans of the last war, including 707 of its own employees who returned from military leave.

Joseph Abraham, employment officer of Legion Post 54, Bridgeville, presented Mr. Stockdale, head of the community's largest industrial company, with the Certificate of Commendation. State and district officers of the American Legion participated in the ceremonies.

Mr. Abraham said, "Your company's program has gone far beyond the requirements of the Selective Training and Service Act and, in cooperation with the American Legion and other citizen groups, has given substantial help in furthering this humanitarian work of veteran assistance."

Mr. Stockdale, in receiving the award, said, "My acceptance is, in truth, an acceptance on behalf of the foremen and supervisors of our Bridgeville Plant. It has been their sympathetic and careful attention to the problems of the returning veteran which have made our policies effective."

"Our aim in organizing a program for veteran re-employment and rehabilitation was simply one of good citizenship, based on the Christian precept of the Golden Rule. Policies for the reception of veterans of World War II were drafted and carried out by all management personnel based on that simple philosophy."

The group was addressed by C. A.



Sparking NAF Supervisory Training Program in Zone "A", president of Los Angeles Times-Mirror Company, Norman Chandler, presents certificates of completion of course to Bill Scheffler (left) and Dr. John Alden Healy (right). Over 200 members completed courses the last year.



Mathews, president, Universal Foremen's Club; A. J. Caruso, executive director, Bureau of Employment and Unemployment Compensation; and the Honorable Clarence B. Nixon, past commander, American Legion Post 82, and Judge, Court of Common Pleas, Allegheny County. R. P. Hobson, past president, Universal Foremen's Club, served as toastmaster.

Mathews, in welcoming the 160 members and guests, expressed the appreciation of the supervisory group for the recognition which had come to the company.

The Universal Foremen's Club is now at its all-time peak in membership. Its program of activities for the year 1950-51 will cover a wide range of educational, social, recreational opportunities. Officers are C. A. Mathews, (P.); R. L. Felt, (1st V. P.) program chairman; J. J. Green, (2nd V. P.); H. J. Dornig, (S.); E. J. Jennings, (T.); U. W. Davis, chairman, Publicity Committee.—W. W. Davis.

## TWA's Damon addresses new management club

New York.—Another Trans World Airlines Management Club—the third such organization to be affiliated with



Meet the officers of the newly-organized TWA Management Club in New York: Edward C. Ball (center) president; Thomas J. Lozano (left) vice president; William J. Noonan, secretary. Walter C. Menke, treasurer, missed the sitting.

The National Association of Foremen—was recently organized by TWA management employees in the New York Metropolitan Area.

Ralph S. Damon, TWA president, delivered the keynote address at the initial meeting. Present membership totals more than 175.

Harold Lyda, newly-elected secretary-treasurer of the NAF, is serving as an advisor to the club's board of control which is composed of TWA supervisory personnel in the airline's New York traffic, sales, cargo, public relations, operations departments.

Edward C. Ball, Atlantic Region superintendent of Station Service for the airline, is president of the New York club. Other officers: Thomas J. Lozano, district cargo sales supervisor

(V.P.); William J. Noonan, assistant international station manager, (S.); Walter C. Menke, Atlantic Region superintendent of pursers, (T.).

## UN speaker on King's County program

Brooklyn, N. Y.—Dr. John Robbins Hart, vice chairman of the Speakers' Research Committee of United Nations, was guest speaker October 19, at the first monthly dinner meeting of the Kings County Management Club for the 1950-51 season. Meeting was held at the Park-Vanderbilt restaurant.

The UN official addressed the club on "The Psychology of Humor in Industry."

Meeting was also the occasion for installation of officers: Lloyd E. Larson, (P.); Harold F. Meyer, (1st V. P.); John P. Greene, (2nd V. P.); Hugo T. Gentsch, (S.); William Tierney, (T.); John U. Laughton, (S. A.).—E. A. Valet.

## AMF's Patterson talks to foremen group

Brooklyn, N. Y.—November meeting of American Machine & Foundry Management Club, held at Clement's Club here, was designated as "Old Timers' Night" and served as a reunion of all retired foremen and supervisors.

Speaker was Morehead Patterson, AMF's president and chairman of the Board of Directors. Mr. Patterson gave an interesting and pertinent forecast of company's activities for 1951.

Before the meeting, the retired foreman and supervisors were taken on a tour of the plant to inspect the latest developments of AMF.

Also present were Vice Presidents R. F. V. Stanton and George S. Hastings.—C. Schon.

## Ceramic men to get management answers

Los Angeles—Members of Ceramic Supervisors, Gladding, McBean & Co., at their recent meeting were accorded a valuable opportunity to learn more about the management of their company over and above the regular communication channels available to them in the course of daily duties.

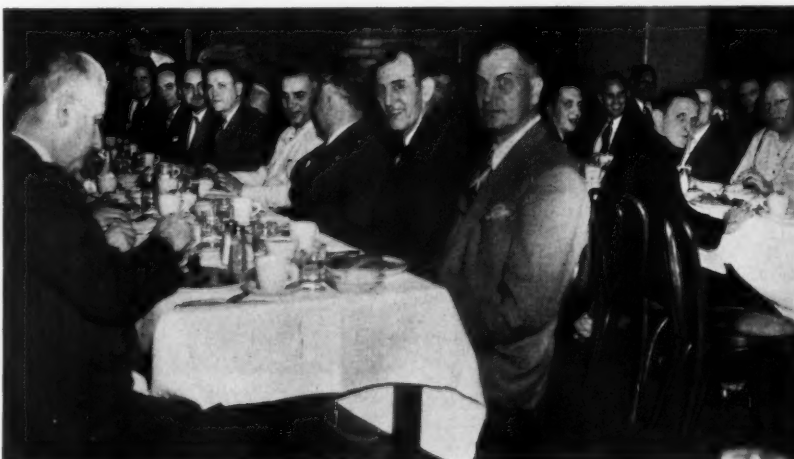
Carl H. Wittenberg, executive vice president of the company, offered to make regular appearances at monthly meetings of Ceramic Supervisors for question-and-answer sessions.

## Washington (From Page 4)

As this is written, the CIO is preparing for its national convention. It will be interesting to learn the attitude which this great labor organization will adopt as to repeal or amendment of the Taft-Hartley Act. It is significant that Emil Rieve, president of TWUA-CIO and vice president of the CIO, since the election has publicly advocated the adoption of the amendments sponsored by Senator Taft last year and the abandonment of the position that the Act should be repealed. If this position is taken by this and other great labor organizations, it may cause the President some embarrassment in view of his statements on this subject in the past.

## The Lame Duck Session

IT may be taken for granted that no controversial legislation will be passed between November 27 and final adjournment of the present Congress. It is unlikely that sufficient votes could be obtained in the House, but if so the rules of the Senate are such that in a short session the opposition can easily enforce its demands.



When Colonial Foremen's Club at Buffalo, on October 20 and 27, was host to supervisors from Tube Divisions of Sylvania Electric Products Co. at Emporium, St. Marys, Brookville, Pa. Event included tour, dinner and discussion on "Tubes—Their Application in Television."

# SAFETY SALON

## New edition of safety text out

New York—"INDUSTRIAL ACCIDENT PREVENTION . . . A Scientific Approach" is new (third) edition-book (McGraw-Hill—\$5) by H. W. Heinrich, containing the keys, rules, methods, examples, and data you need to achieve greater safety and efficiency in production. Completely revised and streamlined, this new third edition brings you up to date with the modern accident-prevention methods necessitated by the development of new materials, tools, equipment, processes, procedures. It shows you step by step how to analyze the accident situation in a particular plant—how to find the causes—how to develop the remedies—how to carry them out. Chapter 17 is devoted exclusively to a "Formula for Supervision."

## California group acts on safety

San Francisco—California Employer Safety Committee, industry's statewide vehicle for promoting industrial safety has promptly moved into action.

The new organization received its baptism in statewide safety work when it undertook to recommend changes in California's electrical safety orders as they had been proposed by the State Division of Industrial Safety.

Meetings were held by both the Northern and Southern Coordinating Committees. In Los Angeles and San Francisco the orders promulgated by the State Division were combed by industrial safety engineers. Recommendations, incorporating many changes industrial wanted written into these electrical safety orders, were delivered to the Industrial Safety Board and the Chief, Division of Industrial Safety. The new organization also inaugurated a system for promptly reporting to its members all items of importance in agricultural and industrial safety.

All employer groups are urged to participate in this organization, which has also a roster of speakers to explain problems of industrial safety and aims of the committee.

Those who desire such speakers should contact the committee's Los Angeles or San Francisco offices, 315 West Ninth Street and 220 Bush Street, respectively.

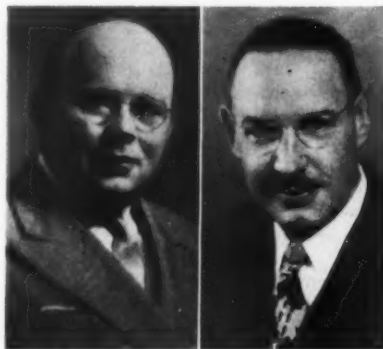
## MSA men honored

Pittsburgh.—Dr. William P. Yant, director of research and development

for Mine Safety Appliances Company, Pittsburgh, has just been elected president for 1950-1951 of the American Society of Safety Engineers.

A graduate of Wooster College, Wooster, Ohio, Dr. Yant has been with the safety equipment company since 1936. Formerly was supervising engineer of the Pittsburgh Experiment Station, U. S. Bureau of Mines.

Past three years, he has been chairman of the Research Committee of

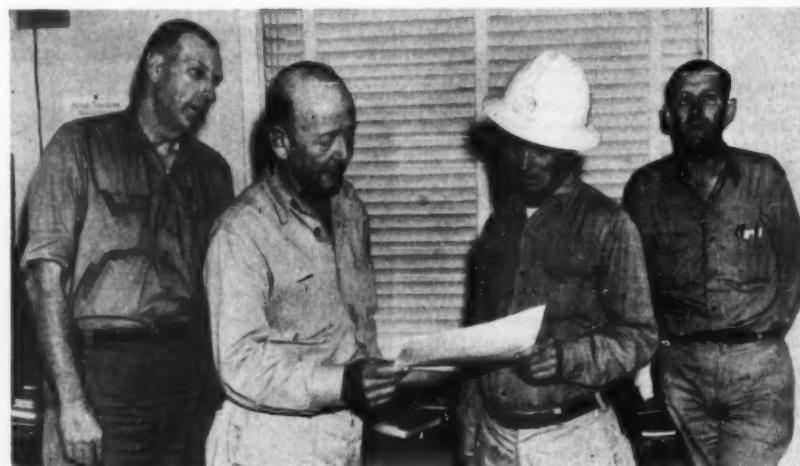


Dr. W. P. Yant

J. B. Davies

President Truman's Conference on Industrial Safety.

J. B. Davies, manager of the Industrial Department of MSA has been elected president for 1951 of the Veter-



FIRST TURTLE CLUB MEMBER registered in U. S. is David J. Jones, inspector, U. S. Bureau of Reclamation on Riverton Project in Wyoming. Wearing a hard hat with Turtle Club insignia, he receives certificate, lapel button from Project Engineer T. A. Clark. Safety Engineers Miller Prose (left) and H. P. Vogt (right) witness ceremony. Jones became eligible when struck by a 200 pound rock slab. His hard hat, according to witnesses, saved his life. Jones incurred nothing more than a fractured hat and a good shaking. Turtle Club membership is free to all successful applicants. Constitution, membership applications available free from E. W. Bullard, 275 Eighth Street, San Francisco 3, Cal.

ans of Safety, an international organization of persons actively engaged full time in safety work 15 years or more.

The association, through its 700 members including the country's outstanding safety engineers and accident prevention authorities, assists National Safety Council and other groups with conservation of human life, in solving new problems related to the field.

## Safety Council 'helps'

Chicago—National Safety Council announces new "Whip Your Weight in Wildcats!" just off the press available (5c each—quantity prices as low as \$.022 each) for distribution to employees. Company name imprint can be arranged. Says the Council: "Every page . . . a pleasure to read . . . colorful, sparkling, cleverly cartooned . . . with a whale of a safety wallop for entire family."

Council also announces "Five-Minute Safety Talks . . . for Foremen" containing 52 of them written by experts. Helps foremen on "what" to talk about at their safety meetings, shows them "how" to conduct such meetings. (For Council members \$1.50 each to \$1.20 each for 1000-or-more orders—non-member prices are double amount).

Psychology of Safety in Supervision describes a series of booklets available from National Safety Council covering these topics: (1) "You Can't Change Human Nature"; (2) "What Is Your U. Q.?" (3) "Teaching Safety On The Job"; (4) "People Act Alike"; (5) "Safety Takes Teamwork"; (6) "You Are Human, Too." Author is Dr. J. L. Rosenstein, industrial psychologist pro-

## DECEMBER . . . AND SAFETY

*This Is The Month Santa Claus Comes To See Us*

**D**ID you ever stop to think how safety-conscious that guy is? He wears suitable clothing to protect him from the cold, always has his rubbers on so that he won't slip. He has a safety-belt of fat to protect him when he drops down the chimney. His whiskers are fire-proof, his reindeer have warning bells and he spreads goodwill everywhere to avoid quarrels. Wise guy that Santa.

Are you safety conscious? Are you trying to save your family from the anguish of having a crippled father? No one likes visiting hospitals when they should be Christmas shopping.

**ALWAYS BE CAREFUL  
AND  
YOU WILL ENJOY MANY  
CHRISTMAS SEASONS**

*By Arthur F. Marmoy  
Manager, Production Control  
Worthington Pump &  
Machinery Corp., Buffalo, N. Y.*

fessor, Dept. of Management, Loyola University, Chicago. There is a leaders' manual available in connection . . . for supervisors. (For prices, contact the Council).

The Council's one-week training courses "Fundamentals of Industrial Safety" are scheduled for Monday through Friday for weeks of Feb. 12, March 12, April 16, May 14, June 11, Nov. 12, Dec. 10 (in 1951). Tuition is \$50—enrollment per class is 20 maximum.

### 'Met' Life 'aids'

New York—Titles of booklets in Metropolitan Life Insurance Co.'s "Industrial Safety Series" of interest to supervisors include "The Foreman's Part In Safety" and "Foremen's Safety Conferences." The first covers "methods of enlisting supervisory support"; the second gives "programs for a series of seven foremen's conferences on safety."

There is also one entitled "Developing Safety Employees."

### Armco mining group in safety award

Charleston, W. Va.—Armco Mining Division NAF Chapter held their regular meeting as a luncheon at the Ruffner Hotel here October 28.

Program was "Ladies Night," featured entertainment by George Bailey, memory expert, and presentation of Armco Ten Year Safety Club Award

MANAGE December 1950

to members of the Nellis Car Shop crew (for their record of no major accidents in ten years of work).

Honored crew members were: Paul Carter, C. O. Pierpoint, Arnold Barker, Dell Kingrey, Ernold Barker, Buren Chandler, Truman Barker, Edward Kinder.—V. Barnhart.

### Pittsburgh Plate men in safety program

Baltimore, Md.—October Meeting of the Pittsburgh Plate Glass Baltimore Management Club was devoted to the theme of safety.

After the conclusion of normal Club business, a film was shown entitled "Traffic With The Devil." (Available free from Yellow Cab Co.)

It was a graphic picturization of the hazards of heavy traffic, was directed at giving the ordinary driver a better concept of safe driving.—J. K. Polk.

### Safety equipment group names trustee board

Chicago.—At meeting of Industrial Safety Equipment Association at the University Club here October 15, two new concerns were added to membership: Glendale Optical Co., Inc., Brooklyn and Fendall Co., Chicago.

A Board of Trustees of seven members, established for the first time, consists of Association president C. H. Gallaway, American Optical Co.; vice-president E. L. Wheeler, Wheeler Protective Apparel, Inc.; past-president L. E. Dickson, Standard Safety Equipment Co.; E. H. Brooks, Safety Clothing & Equipment Co.; F. R. Davis, Jr., Davis Emergency Equipment Co., Inc.; S. C. Herbine, Willson Products, Inc.; G. P. St. Clair, Medical Supply Co.

It was recommended that Association work closely with President's Conference on Industrial Safety. President C. H. Gallaway represents it on the Conference.

Next meeting: Dearborn Inn, Detroit, in January.

### Attempted suicide

**S**UICIDE was formerly a common law felony, punishment for which



A. D. Sisk (right) chief of Kentucky Department of Mines & Minerals, accepts Mine Safety Appliances Company Trophy at the National Coal Mine First Aid Contest held in Pittsburgh recently. Trophy, presented by J. T. Ryan, Jr., Company executive vice president, was won by Consolidation Coal Company, Mine 214, McRoberts, Ky., which took second place. Sixteen mine first-aid teams from Pennsylvania, Ohio, West Virginia, Kentucky participated. Contest was sponsored by states' departments of mines, National Coal Association, United Mine Workers of America. Six-man teams were given problems involving imaginary accidents, were judged on expertness, speed in solving them.

was being buried at the crossroads with a stake driven through the heart—with all of one's property forfeited to the king. An attempt to commit a felony is a misdemeanor with a lesser punishment.

How often are all of us guilty of some form of attempted suicide or self destruction?

Did you ever pass a car on a hill or around a curve? Run a stop light? Drive after a drink or two? Stand up in a boat? Carry a gun through a fence? Walk against the lights? Or any other of the countless suicidal acts committed every day?

In all of our plants some people are actually attempting suicide or partial self destruction by thoughtless, careless acts. You know *what* these acts are. You know *when* they are committed. You know *who* commits them. You know *how* some of them are committed. And you generally know *where*. But only the Lord knows *why*!

*Why* do people remove machine guards put in place for *their* protection?

*Why* do people put their fingers and hands between dies or into moving machines?

*Why* do people refuse to protect the only two good eyes they will ever have by exposing them to the countless flying particles around every plant?

*Why* do they climb unsafe ladders, use ladders, scaffolds unsafely?

*Why* no safety belts?

*Why* no safety shoes?

*Why* no other types of safety clo-



thing when needed?

Why do they run in the plant?

Why do they indulge in horseplay?

Why do they use compressed air to blow off clothing?

Why do they wear rings, watches and loose clothing around moving machinery?

Why do they smoke in highly dangerous places?

Why don't they look where they are

going?

In Heaven's name, why are they so surely and intently bent on self-destruction? Certainly there are more orthodox, less gory ways to get the job done.

Next time you are tempted to trust your person to luck, ask yourself: "Am I so tired of life that I want to commit suicide?" You probably will find that you aren't.—C. C. Drake, Oliver Corp.

## the Foreman Market | for plant tools and equipment

### Die-handling problem?

Greene, N. Y.—For one customer's die-handling problem, LYON-Raymond Corporation redesigned their standard hydraulic elevating table to provide several features required.

The special table was furnished with a top



Hydraulic die table features roller top and winch . . . by LYON-Raymond Corp.

31" wide by 42" long. Thirteen rollers set on 3" centers extend slightly above the side channels so large overhanging dies can be handled.

A single removable retaining bar prevents dies from rolling off the table's open end. To pull dies from presses and storage racks, a 35 to 1 ratio hand winch is furnished with 15' of steel cable.

Table elevates from a lowered position of 22" to an elevated height of 30". Greater ranges can be furnished.

A single speed foot pump enables an operator to position dies weighing as much as 2000 lbs. easily and accurately.

Two 5" diameter swivel casters and two 5" rigid casters provide easy rolling. Floor lock holds it firmly in position for die transfer work.

A die separating device made up of an overhead rack with suspended chains can be furnished as an optional extra feature.

For information about this special table or standard models, contact LYON-Raymond Corporation, 77285 Madison St., Greene, N. Y.

### Alfco has new fire killer

Elmhurst, N. Y.—A new giant fire killer for extinguishing flammable liquid and electrical type industrial fires is announced by Ameri-

can-LaFrance-Foamite Corporation here.

It is the new Alfco 350 Dry Chemical Wheeled Portable Engine, largest unit of this kind now available, yet one which can be easily handled by two men.

It is claimed to be one of the most efficient, fast-acting, fire extinguishing machines which Alfco engineers have yet devised.

It carries the inspection and approval label of both Underwriters, and Factory Mutual Laboratories, with B and C classification.

The smothering action of its deady discharge on fire is sensational! Blistering hot fires of considerable proportions which at first appear too monstrous for control, are quickly extinguished by its blanketing cloud of Alfco Dry Chemical.

Density of dispersion of its sustained pressurized discharge has a phenomenal effect of cooling and insulating the operator from the intense heat of the fire. Aided by an excellent discharge range of from 20 to 25 feet, this cooling effect enables operator to move up quickly on the fire and blast it out with full force of blanketing discharge.

Expellent is dry nitrogen, with a sustained operating pressure of 200 psi during the entire period of discharge.

Free literature available from American-LaFrance-Foamite Corp.

### Innovation in trailer axle industry

Chicago—A self-sprung towed-trailer axle unit which makes possible substantial savings in commercial and house trailer manufacturing costs is announced by American Steel Foundries, long-time makers of springs and a wide variety of transportation equipment.

To be known as the ASF-Linco Level Load Axle, unit is a precision-made adaptation of the Linco axle formerly made on the West Coast. More than 100,000 Linco axles are already in use on farm equipment, boat and luggage trailers; and spraying equipment,



Commercial (and house) trailer construction costs can be reduced with use of this ASF-Linco level load axle for towed-trailers. Design eliminates leaf springs, shackles, snubbers, U-bolts, other conventional spring-axle components. Installation requires only four bolts . . . Product of American Steel Foundries.

concrete mixer, compressor, generator, other types of industrial trailers.

Hailed as the only basic innovation in the trailer axle industry in 50 years, the ASF-Linco axle is extremely simple in design. It consists only of two helical torsion-springs around a forged steel axle member with off-set wheel spindles, and two bearing brackets for trailer body support. Installation merely requires four bolts.

Axles can be installed singly or in tandem. Design permits use of conventional wheels, hubs, roller bearings and brakes, if required. Eliminates need for leaf springs, shackles, snubbers, U-bolts, other conventional spring-axle assembly components, making possible savings not only in original cost, but also in installation.

ASF-Linco axles provide an easy ride throughout the entire range of load the trailer is designed to carry. As load increases, the spring load rate goes up, resulting in a smoother ride under all conditions and permitting heavier loads without bottoming. Trailer remains level under unequal loading since an off-center load brings both sides down an equal amount. There can be no "dead axle" on one side and high springing on the other.

Other advantages claimed are light weight, long service life, lower center of gravity. Safety and reliability, too, are an inherent part of the ASF-Linco Level Load Axle. Should one spring be damaged, the other carries the load. Should this occur to both springs, operation continues as a dead axle unit.

### Saw blade welder

Brooklyn, N. Y.—A new portable, low cost band saw blade welder now available from Brennen Manufacturing Co., 228 Seeley St., Brooklyn, N. Y., handles the revolutionary new .050" diameter contour-cutting band saw blade, as well as all types of blades up to 1/2" flat.

Due to its wide range the Brennen Welder



New portable low-cost hand saw blade welder . . . by Brennen Mfg. Co.

is particularly useful on internal tool and die work. Its complete welding facility for all types of band saw blades reduces filing time tremendously, cutting, as it does, so close to the line.

Welder is fully automatic. No tension adjustments or knobs to turn—the simplified controls assuring uniform results at all times, even with inexperienced operators.

Another feature is its built-in grinder, designed to remove flash from the weld. It is further equipped with a gage for checking thickness of weld on flat saws.

The welding jaws are ruggedly constructed of solid copper. Unit is housed in a welded steel case, and all other dimensions are a handy 7 3/4"x12"x7". Welder is supplied with a handle for easy portability, and an 8' cord and plug, making it instantly ready for any welding job within its range.



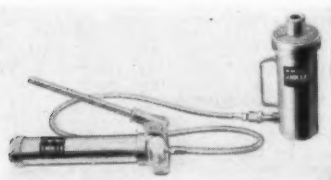
MILLIONTH standard carbide tool produced to date during 1950 by Carboloy Company, Inc., Detroit, is shown by Frank Pellegrino, Carboloy inspector, to K. R. Beardslee, Company president (left) and E. F. Wambold (right) executive vice president. Does not include all the non-standard tools and tips supplied other companies for tool manufacture.

## Hydraulic rams, pumps

Chicago—Complete new line of remote control hydraulic rams and pumps is announced by Templeton, Kenly and Company here, manufacturers of Simplex Jacks. Named RE-MO-TROL, new units will be in addition to the full range of mechanical and hydraulic industrial jacks produced by Templeton, Kenly.

The units have been developed to operate where limited space or other difficulties make the use of self-contained jacks impossible. Light weight and easy portability increase the safety and efficiency of many jacking jobs.

The RE-MO-TROL enables the operator to lift, pull or push from a distance and in any direction—up, down, sideways, at angle. Unusual feature is a "center hole" tabular ram used on units of 30-ton and greater capacity. This center hole enables use of RE-MO-TROL as a puller. A rod or bolt inserted through the ram and secured over the ram head can be pulled through the ram as it extends. Center hole construction also simplifies rigging requirements on many jobs. Because



the pull is always in a straight line, much less effort is required.

RE-MO-TROL rams will be available in seven models, including a telescoping ram, ranging from 10 to 100-ton capacities. The pumps operate at a maximum of 10,000 pounds per square inch, with overload safety protection. Easy pumping action is a notable feature.

## Ear instrument

Los Angeles, Cal.—An ear instrument that will stop loud sudden noises from reaching the ear drum yet admit conversational tones is now available to the Armed Forces, industrial workers, and sportsmen, according to Sigma Sales Corporation, Los Angeles.

Designated the Lee Ear-Valv, it is a precision built mechanical ear protector which fits comfortably into the ear canal. Unlike

the normal hearing aid, it has no additional or dependent parts such as wires or batteries. It is definitely a valve—a sonic filter—and not an ear plug. It is fully automatic in operation, requiring no adjustments whatsoever.

## New torque-arm reducer

Mishawaka, Ind.—A Torque-Arm Reducer for output speeds from 115 to 330 rpm is announced by Dodge Manufacturing Corporation, here, as an innovation in the field of power transmission machinery.

Claimed the first and only shaft-mounted reducer designed for this speed range, the new single reduction unit is being produced in four sizes, which cover capacities up to 27 hp.

Ease and economy of installation are attributed to shaft mounting which eliminates special engineering, cost of a foundation, flexible couplings, sliding base, and time consuming operation of lining up.

The compact unit is locked securely to the shaft-to-be-driven by means of two steel locking collars—one on each side of reducer. Is anchored to floor or other fixed object by the Torque-Arm.

While this new reducer can be driven through any V-belt drive, the designers recommend stock TAPER-LOCK Sheaves for facility either of installation or removal and for maximum efficiency of operation. Flat belt drive can also be used.

Any required output speed within the recommended range of 115 to 330 rpm can be obtained with stock sheaves properly related in size. Variations of that speed are accomplished simply by changing sheave sizes.

Accurate adjustment of belt tension can be made quickly and easily by operating the turnbuckle in the Torque-Arm.

Transferring the unit from one machine to another is simplified by use of interchangeable shaft-keyed bushings which adapt shaft sleeves to different shaft sizes.

The reducer unit and all parts required for the entire installation are stock items regularly carried by distributors of Dodge power transmission machinery.

Construction features include a carefully machined cast iron housing, deep groove ball bearings, helical steel gears which are shaved for quiet operation and heat treated for long life.

Considering its rugged construction, the unit is comparatively light in weight—the No. 12 size weighs but 49 pounds.

Designers provided for and developed a simple and positive backstop. Wherever required to prevent reversal of direction of load, it is easily and quickly installed on the input shaft within the reducer where it is sealed against dust and dirt.

With the addition of this series of single reduction Torque-Arm Speed Reducers (115 to 330 rpm) to the recently announced series of double reduction Torque-Arm units (12 to 110 rpm) Dodge now has the most complete line of shaft mounted speed reducers

available from any one manufacturing source.

A new bulletin, A-602, provides full information with easy-to-use tables for selection of the new single-reduction series of Torque-Arm Speed Reducers.

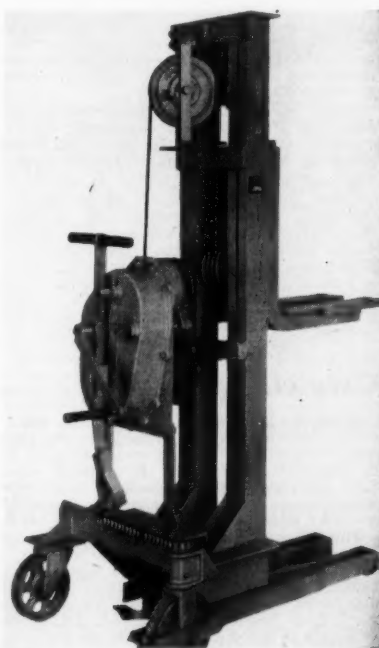
Similar information with regard to the double reduction series is provided in bulletin A-470.

## Portable pallet elevator

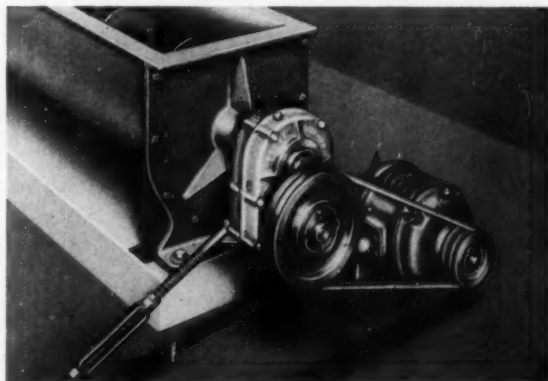
Chicago—The illustration shows a Barrett Fork Type Portable Pallet Elevator, designed for double and triple-decking single-faced pallet loads, including strip steel and tin plate. It provides a moderately-priced piece of equipment for multiplying storage capacity and conserving floor space.

Operation requires a minimum of time and physical effort. The operator guides the forks (lowered height 3½") under the pallet and cranks load up to desired height. He then runs the elevator up to the load resting on the floor. Opening the brake lowers pallet load gently onto the load below it.

Unit pictured is for double-decking only and has no hinge. Its overall height is 6'6"



Portable pallet elevator for double (and triple) decking single-faced pallet loads . . . by Barrett-Cravens Co.



Innovation in power transmission machinery is this torque-arm reducer . . . by Dodge Mfg. Co.

and its lifting height 4'3". For triple-decking, this elevator is built with any lifting height required, and has a hinge which permits the unit, when collapsed, to pass under overhead obstructions.

Hand or electric operation is available for these elevators. Hand-operated unit has two speeds, governor control, and spur gears enclosed and running in oil. Electric type is ball bearing and has cable control, electric solenoid brake, thermal overload switch, top and bottom limit stops, and 25' of electric cable. Both have elevator safety features.

Pallet loads can be tied tight against each other. Capacities of 2000, 3000, 4000 and 5000 lbs. are available.

Further information: Barrett-Cravens Co., 4609 S. Western Blvd., Chicago 9, Ill.

## New sheet metal . . . electronics use

Pittsburgh—A new sheet metal for the electronics field has been announced by American Cladmetals Company.

The new metal, known as Electroshield, improves performance of communications equipment by shielding it from outside interferences.

Electroshield metal is now being produced at the American Cladmetals Company mill at Carnegie. A backlog of orders for shipment during the balance of this year is reported by the company.

Consisting of a magnetic base, clad on each side with a nonferrous conductor, Electroshield metal is made in light and heavy sheets up to about 33 square feet in area.

In use, Electroshield metal shows an immediate improvement over other shielding materials. Its effectiveness in providing clearer reception and transmission is especially noticeable in the lower frequency ranges now employed in electronic equipment of advanced design. The shielding of instruments to reduce interferences and improve transmission is of particular importance now because of the active defense program.

## Case clamp pays off

Warsaw, Ind.—Experience shows that a Union revolving case clamp pays for itself many times over in precision accuracy and in hours of labor saved. It presents important advancements in modern engineering and design. All-steel construction, maintains positive alignment regardless of pressure.

The "Power Dome" pneumatic pressure cylinder and controls, attached to back of operating platen, provide fast clamping action, permit any opening desired. Unit may also be equipped with an additional cylinder for down pressure operation. All models available in hand or foot valve control.

Back platen is fixed. Operating platen is

equipped with oilite bronze bearings to assure long wear and ease of operation. Both platens (measuring 48" x 27") have planed surfaces and are drilled with  $\frac{3}{8}$ " holes  $6\frac{1}{2}$ " apart for attaching backing boards. Distance between upper and lower rods is 60". Pressure screw sprocket wheel is 31" in diameter. Clamping frame is cradled in self-aligning ball bearings to maintain accurate alignment and to assure ease of operation. Clamp may be revolved to any angle and is equipped with locking device for positive positioning.

For more information contact Union Tool Co., Warsaw, Ind.

## Functional material handling box

Cincinnati—United Carriers & Fabricators, Inc., Cincinnati, Ohio, specialists in materials-handling containers, boxes, baskets, trays, announce a radically-new design of materials-handling box known as the "Twin Hopper Nestier."

It is the result of industry's recommendations for a materials-handling container that will permit the rapid, efficient, economical supply of component parts to the worker—be capable of compact nesting to conserve floor space in storage.

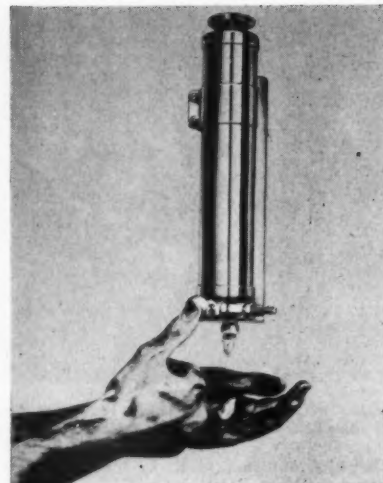
"Nestier" can be used by two workers as well as one—parts readily accessible from either end. Two or more units can be tied, producing a compact and sturdy parts bin for loading at one end and withdrawing from the other. Parts placed in the "Nestier" are highly visible—also enables stockman to determine quickly when needs replenishing. Important for seasonal work, units can be nested, permitting storage of large quantities of "Nestiers" in small area. Fifty-five of the units can be nested in a five-foot stack.

## KaLENE does it

Minneapolis, Minn.—A new cream hand cleaner that is used without water, called KaLENE, and a specially designed dispenser which can be installed in any strategic location in shop, office or store has recently been introduced by the KaLENE Corporation here.

KaLENE is a smooth cream that removes grease, tar, paint, printers' ink, etc. without harsh solvents or grits that irritate the skin. Lanolin has been added to it for better hand conditioning. Requires no water for application or removal. Correct amount for cleaning hands is ejected by a positive action plunger. As it is rubbed into the hands, the dirt, grime and stains are floated off and may be wiped off with a paper towel, cloth towel, or rag.

Because no water is required, dispenser may be installed at places convenient to workers, saving time going to and from



Specially designed dispenser with new cream hand-cleaner . . . by KaLENE Corp.

washrooms, encouraging more frequent wash-ups.

Because pressure is used, the dispenser will not gum up and clog.

KaLENE is supplied in bulk drums with a pump with plastic hose attached. Dispensers are refilled by attaching the hose with a quick-action connection, and pumping full from the bulk drum.

For complete information about the KaLENE system, write to KaLENE Corporation, Department M, 706 Portland Ave., Minneapolis, Minn.

Please mention **MANAGE Magazine**

## Internal grinding attachment

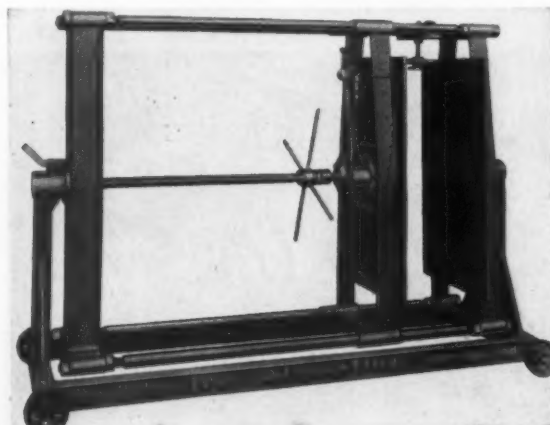
South Bend, Ind.—A new South Bend Constant Speed Precision Grinder has been developed to meet the long-felt need for an internal grinding attachment having sufficient power to maintain a more constant wheel speed under varying loads and to prevent stalling under comparatively heavy cuts.

Grinder is powered by a standard type, constant speed, continuous duty 1/6 h.p., 3450 r.p.m., A.C. motor, proved far superior to the universal type A.C.—D.C. motors ordinarily used. Motor is compound belted, through an intermediate shaft, to obtain a quill spindle speed of 30,000 r.p.m. Tests have shown that less than 1000 r.p.m. drop in spindle speed occurs when taking cuts as heavy as .003" on a side in hardened steel. Power loss is negligible.

Grinding wheel and intermediate shaft spindles run on high precision, high speed ball bearings which require no adjustment. Lubrication supplied from built-in oil wells. Oil is effectively sealed in the spindle units, and dust sealed out in such a way that the bearings will retain their precision indefinitely. Compound belting and two pulleys are enclosed by a one-piece guard.

Four arbors are supplied, the longest permitting a hole  $3\frac{1}{8}$ " deep to be ground when using a 1-inch wheel. Four grinding wheels for these arbors with  $\frac{1}{4}$ " face;  $\frac{1}{4}$ " bore; and  $\frac{1}{8}$ ",  $\frac{3}{16}$ ",  $\frac{1}{2}$ ", and 1" diameters are included. A  $\frac{1}{8}$ " chuck is supplied so that various sizes and shapes of mounted grinding wheels may be used and holes down to  $\frac{1}{8}$ " may be ground. Any grit and type of high speed wheel having a  $\frac{1}{4}$ " arbor hole or mounted on a  $\frac{1}{8}$ " shaft may be used as required for the material to be ground.

Good, clean, precision toolroom or general production work can be performed equally



Air-operated revolving case clamp . . . by Union Tool Corp.



well with this internal grinder. Complete information and prices: South Bend Lathe Works, South Bend 22, Ind.

## AO avails new safety protective devices

Southbridge, Mass.—American Optical Company here is making available new "bi-colored fused lenses" to protect eyes of workers in heat treating and furnace operations, scarfing and burning, some open hearth and blast furnace operations, kiln processes and welding.

In comparison with the older two-piece bi-colored lenses, the new fused lenses can be replaced more easily and quickly in goggle frames. Instead of fitting two half-lenses, the single lenses can be fitted in a fraction of the time. The fusing process eliminates all possibility of light streaks.

These glass combinations available: Cobalt-



New bi-colored fused lenses . . . by American Optical Co.

Clear; Noviweld-Clear; Calobar-Clear; Noviweld-Calobar in one-half and one half combinations.

A new addition to their "respirators", No. 2099 Air Line Respirator, is announced by AO. Recommended for paint spraying, welding, cleaning tank cars, abrasive blasting, similar work, the new air supplied respirator is especially useful where contaminants are unusually heavy.

Protects against dusts, fumes, vapors, mists, smokes, gases. No filters or cartridges needed.

Features include use of AO's popular R2000 respirator facepiece, a 2½ foot flexible, non-kinking, rubber breathing tube plus a 12½ to 50 foot length of 5/16 inch diameter air hose. Hose is resistant to oil, grease or gasoline penetration.

Detachable hose coupling at junction of breathing tube and supply hose automatically shuts off air supply when detached. Entire assembly is designed to operate at air line pressure between 9 and 25 pounds psi.

## For Your Information....

Write LYON-Raymond Corp., 28578 Madison St., Greene, N. Y. for Bulletin 222 which describes their **Heavy-Duty Hand Pallet Trucks** in capacities of 4000 to 6000 lbs. Actual "on the job" applications show how truck is used in confined areas in conjunction with power operated model.

For important new information on **Relays, Shaded Pole Motors and Timers**, write for new 24-page color catalogue No. 109 to **Potter & Brumfield**, 221 N. Main St., Princeton, Ind. Contains pictures, drawings of relays—charts list complete, up-to-date coil and contact data on every relay. Over 150 models for every electrical and electronic application....

Logansport Machine Co., Inc., Logansport,

Ind. offers a most interesting catalogue on **Air-Draulic Cylinders** (Cat. No. 100, Section 3) presents complete data including pictures and drawings of company's most recent engineering developments on these products....

Write **S-P Manufacturing Corp.**, 12415 Euclid Ave., Cleveland 6, Ohio (on company letterhead) for new 44-page catalogue of **Power Chucks, Air Cylinders**, other equipment, Engineering drawings and complete reference tables make catalogue especially convenient for draftsman, engineers....

F. J. Hastings at **Remington Rand Inc.**, 315 Fourth Ave., New York 10, N. Y. will send this booklet "**A Yardstick for Filing Cost and Efficiency**" with accompanying self-evaluating questionnaire. Presents costs broken down and substantiated by charts and tables relating to creation and operation of files. A must where costly filing operations are encountered....

**Osborne Manufacturing Co.**, 5401 Hamilton Ave., Cleveland, Ohio, offers new 4-page booklet on their recently developed line of **Helix-Master Power Brushes**. In each is "application sheet" which can be filled out by a company having a cleaning, scrubbing, finishing problem which could be solved by brushes....

A new folder with valuable information and technical data on many **Corrosion Resistant Materials** for the processing industries is available from **Munray Products, Inc.**, 12500 Crossburn Ave., Cleveland 11, Ohio. Covered are industrial coatings, adhesives, process equipment linings, extrusions, chemical tubing and piping....

A full line of **Pumps for Handling Corrosive and Non-Corrosive Liquids**, solids-carrying liquids, and dry and semi-dry materials is presented in new condensed catalogue by **Yeomans Brothers Co.** (write for it on company letterhead) 1433 N. Dayton St., Chicago 22, Ill....

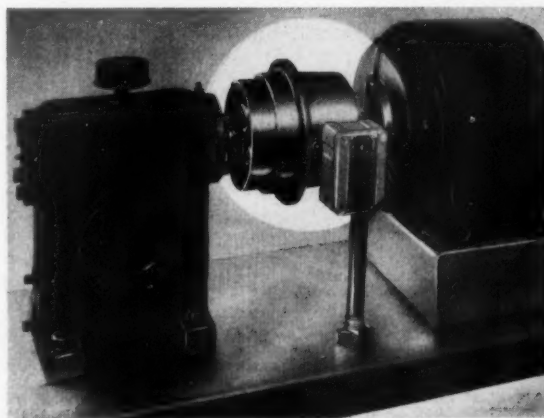
Descriptive folder on the famous **Keyless Self-Centering Drill Chuck** manufactured by **Leo Hjort Company**, Copenhagen, Denmark, is now available from **Hauser Machine Tool Corporation**, 30 Park Ave., Manhasset, New York, newly appointed exclusive U. S. representative for Hjort....

## New Anchor cut-out couplings

Dearborn, Mich.—A new automatic device for machine tools, processing equipment, conveyors, etc., instantly shuts-off the power when an overload due to any cause occurs and resets itself automatically, preventing sheared pins and saves the time normally required to replace them.

The new Cut-Out Coupling is manufactured by **Anchor Steel & Conveyor Company**, 6906 Kingsley Ave., Dearborn, Mich. Combines features of a flexible coupling with torque sensitive protection of the already widely used Anchor Cut-Out Pulley.

Anchor Cut-Out Couplings are furnished in



New cut-out couplings announced by Anchor Steel & Conveyor Co.

two sizes and with working ranges from 10 to 2,000 inch pounds torque.

A catalog (50A) details the many possible applications, gives formulas, fully describes the Cut-Out Coupling. Can be obtained by addressing the manufacturer.

Please mention **MANAGE Magazine**

## New Pioneer gloves

Willard, Ohio—Production of three new lines of Stanzoll industrial coated canvas gloves has been announced by The Pioneer Rubber Company here—the red neoprene coated Extra-Duty Safety Line and black neoprene coated Heavy-Duty and Super-Duty Lines. All gloves coated with DuPont neoprene.

According to the manufacturer, the popular priced black Heavy-Duty Stanzolls are made



with an exclusive Pioneer non-slip grip said to hold wet things as if dry. Inserted thumb design moves seam out of wear area, and Preflex Palm Design helps prevent wear from bunching. Fingers are curved to provide hand comfort and efficiency. Glove linings are of full-weight 8 oz. cotton flannel throughout. Made in all knit wrist and gauntlet styles.

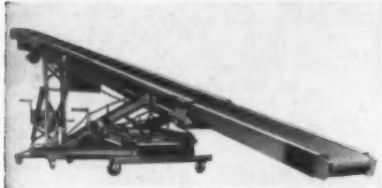
Extra-Duty and Super-Duty Stanzoll lines also have non-slip grip, inserted thumb, preflex palm design, are full-weight 8 oz. cotton flannel. Complete range of gauntlet and knit wrist styles. Extra-Duty Stanzolls are red as a warning signal of hand danger. Hot 'n Cold Models for protection in extreme temperatures are included in this line. Super-Duty Stanzolls are neoprene impregnated for extreme abrasion resistance.

Full information: The Pioneer Rubber Company, Willard, Ohio.

## Novel handling concept

Zanesville, O.—A revolutionary, new Adjustoveyor presents an entirely unique concept in material handling. Different from any other conveyor-type unit, Adjustoveyor offers advantages none other can match.

It is really two conveyors in one—a standard length unit and an extreme length unit. There are ten different positions which this



basic unit can assume, all suited to a different application. Adjustoveyor will fit into your picture as your plant expands—there's no need to be constantly replacing your conveyor equipment! Your first cost is your last cost—and Adjustoveyor will grow right with your plant! Complete mobility makes it easy to shift it to any place inside or outside your plant. All types of package handling are easily handled by it, plus any kind of material that can be placed upon a moving belt. It is suited for both low and high operations, for elevating between floors, for neatly stacking in piles.

Can be extended the full length of a trailer body and then withdrawn if necessary, thus eliminating need of carrying any packages or loads to the unit. It's always at the right position and length for most efficient handling, saving much in labor time. By means of the withdrawing boom, Adjustoveyor can go over aislesways, yet permit passage of other equipment, as the boom is controlled by separate power. This gives rapid opening and closing without interfering with material being carried on the Adjustoveyor.

Available in all standard belt widths and can be equipped with side rails. Smooth top belt surface allows packages much wider than the belt to be carried. Adjustoveyor on the slide type, will carry a distributed load of 850 pounds and a net unit load of 150 pounds before belt slippage. Roller type will carry proportionately heavier loads. Adjustoveyours are made in a complete range of lengths, permitting standard units to fit into many positions.

Standard lengths are 8' closed to 14'6" open; 10' closed to 18' open; 15' closed to 27' open; 20' closed to 38' open; and 32' closed to 55'6" open. Because of its exclusive construction, Adjustoveyor is able to carry full loads over its entire length, including the boom when fully extended. Manufactured by Stewart-Glapat Corp., Zanesville, Ohio.

## Manco's 15" bolt cutter

Bradley, Ill.—A new 15" bolt cutter with a capacity equal to that of a standard 18"

cutter (1½-inch diameter) has just been developed by Manco Mfg. Co., here. Said to cost 25% less and weigh 60% less than conventional cutters of the same capacity, this tool should find a ready acceptance in the industrial field.

Many outstanding features are claimed for the "Manco 15." For one thing, it requires none of the adjustments common to standard cutters: the formed steel handles will not yield under pressure, avoiding that characteristic of malleable castings found on other makes. Jaws of this cutter are unusually tough. For example, they will stand up in cutting music wire that will indent the edge of larger cutters on the market. These jaws also are easily replaceable and resharpened when required.

Highest quality tool steel is used for the jaws of the "Manco 15," with 14-gauge steel stock being used for handles. Tool has a



gunmetal blue finish for rust inhibiting, with all undersurfaces blued before assembly.

Plant superintendents, foremen, and others will find a lot of practical applications for the "Manco 15." Tool is ideal for cutting all types of material, including case-hardened sheet metal screws, form wire, fencing, music wire, bolts, strapping.

The "Manco 15" is being distributed through regular supply channels. Additional information and literature: Manco Mfg. Co., Bradley, Illinois.

## Man's Saw (From Page 7)

interlock inserted tooth milling saw for which they received the Franklin Institute Medal. And in 1930, Disston invented a new type of inserted tooth saw—the Disston Double Ball Invincible.

Despite great improvements in circular saws, there still remained the problem of reducing time and power consumed, as well as waste in sawdust, when converting logs into boards. Eventually, the introduction of the band saw proved the solution, though at first it was received with skepticism. Band saws, however, increased output over the up-and-down gang saws and circular saws, and their thinness allowed a smaller kerf and consequently more boards from each log. These features overcame resistance of some millmen and led to their rapid improvement and present day proportions and perfection.

Since those early days, when band saws were available in only a few sizes, Disston has frequently made band saws as much as 66 ft. long, 18 inches wide, for use in the world's largest lumber mills.

In addition to wood cutting saws, there is the very important classifi-

cation of metal cutting saws—important to industries of almost every description either in manufacturing operations or in their maintenance shops. In 1889 came the first 18-inch circular metal cutting saw produced by Disston. It revolutionized metal cutting in America. In 1894, Disston made America's first machine hack saw blades. In 1930, Disston made the world's largest circular metal-cutting saw—110 inches in diameter, 74 inserted teeth. It was used for cutting giant forgings. . . .

**FOOTNOTE**—This, then, is the story of man's saw. Like many another tool it is a "multiplier"—it multiplies man's energy output — helps men produce more, and thereby earn more in their jobs. Because it does this, there is a demand for it—a demand that provides jobs for the men at Disston, and in thousands of other tool and equipment making plants in America. Today, it appears reasonable to assume that demand might be much greater if we saw to it that we had government policies which encouraged rather than discouraged people toward investment in industry. Have the men at Disston, and in our other tool making plants, any interest in government policies of that character?



The main Disston plant at Tacony, Philadelphia, on the Delaware River comprises 84 buildings, 65 acres. Consists of steel mills, rolling mills, tool works laboratories. Branch factories are in Seattle, Toronto, and Sidney, Australia.

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